TOWARD A RHETORIC OF MARKETING FOR HIGH-TECH SERVICES

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The market for high-tech services is expanding, and writers will have to create more documents to market these services. Researchers note marked differences between traditional goods marketing and services marketing. A rhetorical framework for high-tech services marketing will give writers a tool for creating effective marketing messages.

This study examines the five canons of rhetoric in their classical context, and then examines how the first professional teachers, the Sophists, used rhetoric to promote their services. The canons of rhetoric are then analyzed to show their modern significance. This study also considers visual rhetoric and how writers can use it effectively.

This study shows that companies should promote service quality and strong service relationships through the rhetorical element of ethos. This study examines services marketing samples through a visual and verbal rhetorical framework, providing rhetorical insights that writers can use in their work.

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INTRODUCTION AND RHETORICAL BACKGROUND

Introduction

As workers around the world develop new technologies, businesses will have to make decisions about using new high-technology devices and services. New telecommunications services and computer technologies such as wireless Internet access, hand-held computers, digital cellular telephones, and two-way paging are dropping in price and increasing in popularity. The Internet is changing the ways companies do business and make money. Businesses seeking competitive advantage must carefully decide whether new devices and services, some involving technology might not have existed the year before, provide benefits that justify their often high costs.

Kate Bertrand's prediction in a 1990 *Business Marketing* article has come true: "As technical products saturate the marketplace, the emphasis on technical services will grow" (25). The market for high-tech business services is strong and varied. To name a few examples, many firms want help attracting customers and conducting business over the Internet. Others seek expert help with developing and maintaining their computer networks. Still others want to make their data processing systems or their telecommunications networks or other electronic systems run more efficiently. Third-party consulting firms have proliferated to try and meet the demands for high-tech services. At the same time, professionals in marketing and communications will have to promote and sell more services than perhaps they have done in the past.

The canons of rhetoric are the foundation of persuasion and communication in the Western world. This study examines the rhetorical situation surrounding high-tech services, beginning with an historical overview of strategies the ancient rhetors used to sell their own tutoring services. This researcher expects to find similarities between the techniques of the ancient tutors and modern high-tech services marketers. This study benefits students of rhetoric and technical communication by showing how the classical tenets of rhetoric are practical tools they can use in the modern field of services marketing. This study also benefits the field of services marketing studies, providing a new paradigm through which to consider the challenging marketing problem of selling complex and often costly high-technology services.

Background of Classical Rhetoric

Rhetoric was conceptualized five centuries before the birth of Christ on the isle of Sicily. Corax and Tisias of Sicily first formulated the art of rhetoric (Enos 11); rhetoric helped citizens plead their cases in court (Corbett 540). From Sicily, rhetoric "found its way into the assemblies of the Greek cities" (Horner 4). In the fifth century B.C., Athens rose to prominence as a city-state, and the Western world's first democracy developed. "Citizens argued their own cases before the assemblies and law courts, and there appeared a number of rhetoric handbooks, which set out rules and conventions that explained and prescribed the best ways of presenting a case" (Horner 5). Men known as Sophists charged pupils fees for instruction in "the 'new learning,' in literature, science, philosophy, and especially oratory" (Corbett 541). Historian H. I. Marrou explains why men pursued skills in oratory and rhetoric and how they used them:

> After the collapse of tyranny in the sixth century most of the Greek cities, and democratic Athens in particular, developed an intensely active political life; and exercise of power, the management of affairs, became the essential concern, the noblest, most highly-prized activity in the eyes of every Greek, the ultimate aim of his / ambition. He was still anxious to excel, to be superior and effective; but it was no longer in sport and polite society that his "valour"–his αρετη–sought to assert itself: from now on it expressed itself in political action. (77-78)

Some Sophists, such as Protagoras and Isocrates, were ethical teachers. But as Corbett writes, the potential for wealth attracted many "charlatans" to the profession who "made 'sophistry' a synonym for deceitful reasoning" (541).

But oratorical skill alone did not give a man political power. Rhetoric was the external means by which a man demonstrated his *arete,* generally translated as "virtue." Many debated whether *arete* could be taught. G. B. Kerferd writes:

> The traditional translation of *arete* by 'virtue' is in some danger of obscuring the importance of this debate. In general terms, the virtue denoted by *arete* comprised all those qualities in a man which made for success in Greek society and which could confidently be expected to secure the admiration of a man's fellow citizens, followed in many cases by substantial material rewards. (131)

Kerferd adds that "the acquisition of this kind of learning makes it possible for anyone to rise to heights in a given community. It is thus a key to social mobility" (131).

Critics attacked the Sophists for many reasons. Some complained that the Sophists would teach anyone who paid them; such unregulated access to instruction threatened the aristocracy, and created a potential conflict of interest between the student payor and the tutor payee. Some philosophers of the era, especially Plato, denigrated sophistic rhetoric as a means of persuasion based on probability and manipulation of language. Plato favored dialectic, a dialogue in which two speakers reach agreement on the truth of an issue. In many of his famous written dialogues, Plato also argues that *arete* cannot be taught. In some of his dialogues, he uses his own tutor Socrates as a character to denigrate sophistic rhetoric and values, and to promote dialectic instead.

Plato's most famous student is Aristotle, whose *The Art of Rhetoric* is still considered one of the foremost treatises on the subject. Aristotle opens the *Rhetoric* with the statement, "Rhetoric is the counterpart of dialectic," (1.1.1354a). He further defines it, saying rhetoric is "the power to observe the persuasiveness of which any particular matter admits" (1.2.1355b). These pronouncements create a middle theoretical ground between that of the Sophists and that of Plato. Aristotle was tutor to Alexander the Great, who through his conquests carried the influence of Greek civilization throughout the known world; even after the Roman Republic became the dominant political force, "Hellenistic philosophy, art, and rhetoric prevailed" (Horner 6).

The Five Canons of Rhetoric

Classical rhetoricians developed five canons or faculties of rhetoric: invention, arrangement, style, memory, and delivery. The classical treatise *Rhetorica Ad Herennium* (sometimes attributed to Cicero), provides these definitions:

> Invention is the devising of matter, true or plausible, that would make the case convincing. Arrangement is the ordering and distribution of the matter, making

> clear the place to which each thing is to be assigned. Style is the adaptation of suitable words and sentences to the matter devised. Memory is the firm retention in the mind of the matter, words, and arrangement. Delivery is the graceful regulation of voice, countenance, and gesture. (I.ii.3)

In the earliest days of rhetoric, rhetoric was applied to public speaking and, as stated above, speaking in the public courts. As written languages developed, authors wrote handbooks on using rhetoric in the courts. Over time, the tenets of rhetoric have been applied to written composition as well as public speaking.

Invention is the first and perhaps most important rhetorical canon. According to writing educators Sam Dragga and Gwendolyn Gong, invention involves "the discovery of the purpose or aim of the discourse, audience analysis, strategies for generating and gathering ideas" (11). Every text begins with invention. As scholar James L. Kinneavy describes it, the purpose of a discourse determines everything about it: "'What' is talked about, the oral or written medium which is chosen, the words and grammatical patterns used—all of these are largely determined by the purpose of the discourse," (Kinneavy 48). Kinneavy divides the aims of discourse into four groups: expressive, referential, literary, and persuasive (60-61). Expressive discourse includes personal material like diaries and conversations, as well as materials such as manifestoes and religious credos that reflect the views of a group. Literary discourse, such as poems, short stories, and novels, focuses on the medium of the text, or its signal. Persuasive discourse emphasizes the reader or the decoder of a text (61) to prompt a response. Referential discourse refers to objects or ideas in the real world. Kinneavy divides referential discourse into the exploratory, scientific, and informative categories (61). As a form of advertising, technical marketing is persuasive as well as referential. Technical marketing includes many elements of referential discourse: proposing solutions to problems, which is exploratory discourse; proving a point, scientific discourse; and reports of technical information, summaries of broad trends or complex techniques, and news, all of which are informative discourse. Some technical marketing documents will be more referential, others more persuasive, in response to the author's goals for each piece. This study attempts to outline strategies for achieving the appropriate balance of these two goals.

According to Dragga and Gong, "Aristotle initially identified audience analysis as a critical step in the invention stage of composing and defined it as a pragmatic exercise in which speakers consider the demographic variables which might determine the effectiveness of their rhetoric (e.g., age, education)" (20). But as they point out, in the modern information age, the amount of information about a given audience can be overwhelming. Dragga and Gong recommend that instead of asking "all possible questions about a particular audience," a writer should ask only those questions that deal with the specific rhetorical purpose (20). Chapter 2 contains a discussion of the rhetorical situation of marketing high-tech services.

After identifying and analyzing the audiences of a text, a writer must decide what material will produce the desired effect among the readers. Aristotle describes two types of persuasive proof: inartistic and artistic. Inartistic proofs include witnesses, depositions, laws, contracts, citations of authority or statistics (Horner 10) – forms of evidence that come from an outside source. The artistic proofs, Aristotle says, are the work of the rhetorician:

> Of those proofs that are furnished through the speech there are three kinds. Some reside in the *character* [*ethos*] of the speaker, some in a certain *disposition* [*pathos*] of the audience and some in the *speech* [*logos*] itself, through its demonstrating or seeming to demonstrate. (1.2.1356a)

Corbett says that our means of persuasion depend partly on "the nature of the thesis we are arguing, partly by current circumstances, partly (perhaps mainly) by the kind of audience we are addressing" (37). No one means of persuasion will be effective in every circumstance.

Aristotle wrote that examples and enthymemes are the means rhetors use to persuade (Rhetoric 1.2.1356b); they are tools of *logos*. According to Corbett, the syllogism was a schematic device that Aristotle invented to analyze and test deductive reasoning. The enthymeme is a syllogism that is missing a premise; one of the premises is implied. While people rarely argue in a strict syllogistic form, the syllogism is a useful device for analyzing the method that people use when they reason deductively (Corbett 43). The syllogism uses propositions or premises and draws a conclusion. Some premises are universal (all men are mortal), some particular (some men are mortal). The reasoning of a syllogism has three parts: if *a* is true and *b* is true, then *c* must be true (Corbett 44).

Corbett provides this sample syllogism, which he says is a standard among rhetoric and logic textbooks (48): All men are mortal beings. Socrates is a man. Therefore, Socrates is a mortal being. The syllogism is built on a major term, a minor term, and a middle term. Corbett uses the sample syllogism to explain the terms: The *major term* is the predicate term of the conclusion ("mortal beings") and the major premise ("All men are mortal beings"). The *minor term* is the subject term of the conclusion ("Socrates") and the minor premise ("Socrates is a man"). The *middle term* is the term that appears in both of the premises ("men" and its singular form "man") but does not appear in the conclusion ("Socrates is a mortal being") (48-49).

To create an enthymeme from Corbett's example syllogism, one could write, "Socrates is a mortal being, because he is a man." The implied premise is that "All men are mortal beings." Commenting on the usefulness of the enthymeme, Corbett writes,

> Aristotle was shrewd enough to see that we base persuasive arguments not only on what usually or generally happens but on what people believe to be true. For that reason, those who seek to persuade a select audience must apprise themselves of the generally held opinions of that group. (61)

Thus, audience analysis is again important for inventing a persuasive piece of discourse. An effective writer can use the beliefs of a group of people in enthymemes that can persuade that group, even if the propositions "do not lead to necessarily and universally true conclusions" (Corbett 64). On the other hand, implied premises may be the weak points in a given argument (64); readers and writers should analyze them carefully.

Ethos is the appeal to the audience's sense of ethics. In this way, the rhetor tries to establish credibility among the audience and to obtain the audience's trust. Aristotle recognized the power of the ethical appeal: "Unlike some experts, we do not exclude the speaker's reasonableness from the art as a contributing nothing to persuasiveness. On the contrary, character contains the strongest proof of all, so to speak" (1.2.1356a).

The appeal to *pathos* is an appeal to the audience's emotions. Aristotle writes, "The emotions are those things through which, by undergoing change, people come to differ in their judgments and which are accompanied by pain and pleasure" (2.1.1378a). Aristotle lists three criteria a rhetor must understand to affect a given emotion in an audience: the audience's state of mind when feeling the emotion, those toward whom the audience feels that emotion, and the reasons why the audience feels that way (2.1.1378a). Corbett notes that our will ultimately moves us to action. The emotions have a powerful influence on the will, and thus a powerful influence on many of our actions. Corbett writes, "When it is not pure emotion that prompts our will, it is a combination of reason and emotion" (86).

So a writer chooses among logical, emotional, and ethical elements to invent or form an argument. Invention in the rhetorical sense is more about choosing among things to say than about creating a text from nothing. While a writer starts a discourse with a blank page or computer screen, he or she has many tools available to help begin the writing process. Ancient rhetors used the *topoi* or common topics to help them create discourses. Dragga and Gong describe the topics as "the various locations in the rhetor's mind of information about a subject" (26). The major topics include definition: genus and division; comparison: similarity, difference, and degree; relationship: cause and effect, antecedent and consequence, contraries, and contradictions; circumstance: possible and impossible, past fact and future fact; and testimony: authority, testimonial, statistics, maxims (sayings and proverbs), law, and precedents (Dragga and Gong 26, Corbett 97). The three *stasis* questions—does the thing exist, what is it, and what kind is it—were often used in ancient court trials as tools for invention (Corbett 33).

Arrangement involves putting the invented proofs in order. Classical rhetoricians did not always agree on the number of a speech's parts or the order in which to place them, but "most used some variation of the divisions suggested in the *Ad Herennium*:" the opening, or *exordium*; the statement of background facts, or *narratio*; the exposition or definition of terms, *explicatio* or *definitio*; proposition or thesis, *partitio*; the proof, or *amplificatio*; refutation of opposing arguments, *refutatio* or *reprehensio*; and the conclusion, the *peroratio* or *epilogus* (Horner 11). Even today, a rhetor must adapt each discourse to the rhetorical situation.

The canon of style is difficult to define, because language is so fluid, versatile, and complicated. Aristotle emphasized a pragmatic style that reflected the rational thought of the argument and the integrity of the evidence (Dragga and Gong 80). In the *De Oratore*, Cicero identifies four characteristics of good style: correctness, clarity, appropriateness, and ornament. Cicero maintains that correctness and clarity are such simple matters that orators must not take them for granted. Appropriateness involves suiting the style to the occasion and the audience, while ornament included a study of the figures of speech (Horner 12). Cicero emphasized a speaker's use of *pathos* and *logos*. Quintilian, who wrote after Cicero, sought a balance of *pathos*, *logos*, and *ethos*, and taught the fundamentals of grammar along with the principles of rhetoric (Dragga and Gong 80-81). In the Middle Ages, rhetoricians focused on the style of a discourse.

Rhetoric itself was perceived as synonymous with stylistic issues; "the rhetorical heritage of the Renaissance is essentially a variety of perspectives on style" (Dragga and Gong 81). Later, Francis Bacon advocated plain style to suit the subject matter and the audience for science (81). The components of style are numerous: diction, figures of speech, sentence length, sentence patterns, rhythm. Just as persuasive strategies vary with each rhetorical situation, so do stylistic strategies.

Memory is the fourth canon of classical rhetoric. The memory was not just where one stored a speech, but also where one stored material to use in a speech. Mary Carruthers has shown that the classical art of memory was critical to each of the other four canons, and that it involved improving the memory, imprinting on the memory, making memorable, holding in memory, retrieving from memory, delivering from memory, and preserving in memory (Reynolds "Memory" 5). According to Horner, "Classical rhetoricians called memory the treasure house of rhetoric," (x).

Delivery is the final canon of rhetoric; Horner calls it presentation. According to Cicero and Quintilian, delivery for orators is elocution, comprising gestures and facial expression as well as the register and intensity of the speaker's voice (Dragga and Gong 132). It becomes clear that the canon of delivery is as relevant in the modern era of printed documents as it was in the ancient oral society.

Classical Rhetoric of Service

As the first professional educators, the Sophists were among the first to use rhetoric to promote a service. W. K. C. Guthrie states that while each Sophist taught students a variety of subjects, such as mathematics, music, and astronomy, "One subject at least they all practised and taught in common: rhetoric or the art of the *logos*" (44). Many wrote *technai*, or manuals on a variety of subjects. As Marrou explains, the Sophists discovered marketing out of necessity:

> Protagoras had been the first to offer to teach for money in this way: there had been no similar system before. The result was that the Sophists did not find any customers waiting for them but had to go out and persuade the public to take advantage of their services: hence arose a whole publicity system. (80)

The Sophists had to develop a market for their service, one that previously did not exist. Thus they traveled from place to place, practicing in various cities, giving performances to large and small groups (Guthrie 270). Marrou reports that many used theatrical means to impress an audience: sometimes claiming omniscience and infallibility, sometimes adopting a "magisterial tone" and making pronouncements from a high throne; "sometimes, it seems, even donning the triumphal costume of the rhapsodist with his great purple robe" (81). Guthrie also writes, "All of the Sophists indulged in disparagement of their competitors" (271). Isocrates and Protagoras made broad complaints against other Sophists. The Sophists likely made specific complaints against each other as well. But Marrou points out that the "profound influence that the great Sophists had on the best minds of their day" was not simply due to "fashion and successful publicity stunts: it was justified by the actual effects of their teaching" (81).

In his essay "Against the Sophists," Isocrates responds to many of the problems associated with Sophists. James L. Jarratt says this essay is almost an "advertisement of his wares," as well as a plea that he not "be confused with the eristic Sophists who abounded in Athens" (Jarratt 100). Isocrates, a contemporary of Plato, wrote this essay early in his career as a professional teacher (100). Isocrates bemoans the present state of his profession. He says the fraudulent professors make "greater promises than they can possibly fulfill" (212). They attempt to persuade young men that "if they will only study under them they will know what to do in life and through this knowledge will become happy and prosperous" (213); they also claim to foresee the future. These sophists speak glowingly of the knowledge they will impart, but charge only a "trifling" price for their services; if they truly valued the commodity of oratory, Isocrates says, they would charge more to teach it (213).

Moreover, these sophists do not trust their pupils, but demand that an outsider watch over their advance fees. Isocrates asks, "But men who inculcate virtue and sobriety—is it not absurd if they do not trust their own students before all others?" (214). Isocrates agrees that the public should "contemn" these sophists for not regarding oratory as "a true discipline of the soul" (214). These sophists and the teachers of political discourse do not teach students artistic nuances, but apply "the analogy of an art with hard and fast rules to a creative process" (215). They are "oblivious of the fact that the arts are made great, not by those who are without scruple in boasting about them, but by those who are able to discover all of the resources which each art affords" (215).

In contrast to the sophists who boast and make rash promises, Isocrates himself is reasonable and shows genuine concern for oratory. He notes that some men have natural speaking ability, becoming fine orators without the benefit of formal training. While formal training can make a good orator better, it cannot "fully fashion men who are without natural aptitude into good debaters or writers" (216). This contrasts sharply with the sophists who make limitless promises. Students should not entrust themselves to those who make "rash promises," but to those who can teach by example and will "so expound the principles of the art with the utmost possible exactness as to leave out nothing that can be taught" (217). A credible teacher will have a credible plan for instruction, and can demonstrate the arts he professes to know.

Isocrates closes by stating the positive effects of oratory on "honesty of character" (218). While he acknowledges that no one can "implant sobriety and justice in depraved natures," he thinks "the study of political discourse can help more than anything to stimulate and form such qualities of character" (218). Isocrates is not merely posturing; Marrou writes that Isocrates' rhetoric had a "distinct civic and patriotic purpose" (Marrou 127). This message likely resonated quite well with Isocrates' audience, who sought to train young men to serve in the polis. To add credibility to his testimony and to avoid "making greater claims than within" his powers, Isocrates says these arguments are the very ones by which he was "convinced" that the fraudulent sophists should be rebuked (218).

Jarratt writes that Plato's dialogues, especially *Protagoras*, are the "single richest source" of information about the Sophist Protagoras (Jarratt 29). Readers might be suspicious of Plato's characterization of Protagoras, given Plato's profound philosophical differences with the Sophists (30). But on the whole, Plato's depiction of Protagoras is probably generally accurate. As Guthrie writes, one thing "which cannot be argued against Plato's veracity is that his aim was to blacken or destroy Protagoras's reputation.

The respect with which he treats his views is all the more impressive for his profound disagreement with them" (Guthrie 265).

In Plato's *Protagoras*, Protagoras comes to Athens. Young Hippocrates hopes that Protagoras will take him on as a student. Hippocrates is so excited that he comes to Socrates' door before daybreak, asking Socrates to speak to Protagoras on his behalf (310a-311a). Socrates agrees to accompany Hippocrates. Socrates tells Protagoras that the young man wants to be Protagoras' pupil. He asks Protagoras to discuss his educational philosophy, to tell what Hippocrates would learn from him, and asks whether he prefers to discuss it privately or in the presence of the others.

First, Protagoras says that people are naturally suspicious of a foreigner like himself who "comes to great cities and persuades the best of the young men to abandon the society of others, kinsmen or acquaintances, old or young, and associate with himself for their own improvement–someone who does that has to be careful" (316c-d). Others used "subterfuge" and hid their training in rhetoric "as some other craft" (316d): poetry, religion, and physical training. Protagoras reasons that because they never succeeded in deceiving the leaders of the people by using those schemes, he should not even try. He is honest, admitting that he is a Sophist and that he educates people, saying "an admission of that kind is a better precaution than a denial" (317b). Protagoras has practiced the craft for many years; he says he is old enough to be the father of anyone in the room. Protagoras is pleased to discuss the matter in front of everyone. This shows Protagoras' emphasis on his personal ethics, experience, and trustworthiness.

Socrates then asks what benefit Hippocrates will derive from associating with Protagoras. "'Young man,' replies Protagoras, "'if you associate with me, this is the benefit you will gain: the very day you become my pupil you will go home a better man, and the same the next day; and every day you will continue to progress'" (318a). Socrates then asks what specific progress Protagoras will make and what he will learn directly from Protagoras; the nature and goals of Sophistic instruction are the central matter of the dialogue. Protagoras again emphasizes his ethics, saying Hippocrates "won't have the same experience as he would have had had he gone to any other sophist" (318d); Protagoras is different. The others "maltreat young men," forcing them to study arithmetic, astronomy, geometry, and literature against their will (318e). Protagoras, on the other hand will not teach Hippocrates "anything but what he came for. What I teach is the proper management of one's own affairs, how best to run one's household, and the management of public affairs, how to make the most effective contribution to the affairs of the city both by word and action" (318e-319a). This argument affects Hippocrates on a logical level as well as an emotional level. Hippocrates' emotion is clear in the excitement with which he approaches Socrates; he desires to be a sophist, and Protagoras would make him one. On a logical level, Protagoras would give Hippocrates what he paid for.

Plato's Socrates does not believe that Protagoras, or anyone, can teach "the art of running a city" and "make men into good citizens" as Protagoras claims to do. Protagoras says that is "'precisely'" what he undertakes to do (319a). Socrates continues to disagree. He says that in matters such as building and shipbuilding, the necessary skills can be learned and taught (319b). But when some matter of state policy comes up for consideration, anyone—carpenter, smith or cobbler, merchant or ship-owner, rich or poor, noble or not— can give an opinion; no one objects "that they are trying to give advice about something which they never learnt, nor have any instruction in. So it's clear that they [the public] don't regard that [citizenship] as something that can be taught" (319d-e). Socrates says this is true in private affairs as well as public ones, citing men who could not inculcate citizenship or "excellence" within their own families (320a-b).

Protagoras responds to Socrates by telling a myth. He says the gods created all the mortal creatures of the earth, then appointed Prometheus and Epimetheus "to equip each kind with the powers it required" (320d). Prometheus had to find mankind a means of preservation, "so he stole from Hephaestus and Athena their technical skill along with the use of fire–for it was impossible for anyone to acquire or make use of that skill without fire" (321d). Men then learned speech and words, and discovered how to acquire food and shelter. But they lived in scattered units, not cities, and the beasts began to wipe them out. So, Zeus sent Hermes to bring "conscience and justice to mankind, to be the principles of organization of cities and the bonds of friendship" (322c). Hermes asks if these gifts should be distributed to a few individuals who would serve large groups, or to each person. To all, says Zeus, "'for cities could not come into being, if only a few shared in them as in the other crafts'" (332d). Thus Protagoras uses the higher authority of the gods, an inartistic logical proof as well as an ethical appeal invoking the gods' credibility, to bolster his opinion that "it is incumbent on everyone to share in that sort of excellence [citizenship], or else there can be no city at all" (323a).

Protagoras cites the notion of punishment as proof that excellence can be taught. In the public realm, wrongdoers are punished "for the sake of the future, so that neither the wrongdoer himself, nor anyone else who sees him punished, will do wrong again" (324b). This shows that education can produce excellent character. In the private sphere, Protagoras says, parents show their children what is right, what is wrong, what is good, what is bad, what is holy, what is unholy. A child who misbehaves gets straightened out with threats and beatings (324d). Just as a child learns to write by tracing his teacher's handwriting pattern, "so the city lays down laws, devised by the good lawgivers of the past, for our guidance, and makes us rule and be ruled according to them, and punishes anyone who transgresses them. The punishment is called correction," since the law corrects (326d). Given that "such trouble is taken about excellence by both the state and by private individuals," Protagoras says it would be surprising if excellence could not be taught (326e). Thus Plato's Protagoras uses examples as logical proof of his opinion, along with the indirect proof in the gods' testimony.

Protagoras says he excels other men in "making people fine and good, and to be worth the fee I charge and even more, as my pupils agree" (328b). This unspoken testimony of his pupils provides a type of inartistic logical proof of his teaching abilities. But Protagoras ends this description of his teaching philosophy with an emphasis on his ethics. Whenever someone completes his study with Protagoras, he pays Protagoras the full amount charged if he is willing. But if not, "he goes to a temple, states on oath how much he thinks what he has learnt is worth, and pays down that amount" (328c). Plato's

Protagoras was not a mercenary teacher, but a concerned teacher with a strong professional and personal *ethos*.

In some of the text fragments collected under the title *On Concord*, Athenian Sophist Antiphon emphasized the long-term benefits of education as increased pleasures and reduced suffering. In fragments 60 and 61, Antiphon agrees with Socrates and "'the men of old'" that children need to learn do as they are told "to save them from getting too great a shock when they grow to manhood and find things very different" (Guthrie 289). In Antiphon's view, a "good ending depends on a good beginning" (289). Guthrie says that in Antiphon's "refined and intellectual" philosophy of hedonism, one "must plan to get the maximum of pleasure and the minimum of suffering" from life; this could not be achieved in a "completely anarchic society" where everyone was free to act on the impulse of the moment (290). Antiphon's desire for children to have a "good beginning" show his concern for those he teaches.

Young men could hear a Sophist speak and know that he possessed great skills, but they could not be sure that a Sophist would be a good teacher. In these examples from Protagoras, Isocrates, and Antiphon, the ethical appeal predominates. Isocrates shows that he is a good Sophist who does not make rash promises or distrust his students. Protagoras does not hide his teaching behind some other enterprise, nor will he "maltreat" his students. Antiphon desires his students to experience maximum pleasure and minimum discomfort in life. While each Sophist discussed above uses logical, emotional, and ethical appeals, the ethical appeals dominate. As each sells his services, he his selling himself.

Modern Views of Rhetoric

Now that people communicate so often through written messages, new visions of rhetoric must be adapted to fit written messages as well as speeches. Modern teachers of rhetoric in written discourse teach the canons of rhetoric differently. In his landmark textbook *Classical Rhetoric for the Modern Student*, Edward P.J. Corbett omits delivery and, according to John Frederick Reynolds, revives memory "only long enough to dismiss it, to define it as 'memorizing,' and then to exclude it from further analysis and consideration" (Reynolds "Memory" 4). Dragga and Gong do not mention memory in their book on rhetoric for text editors. In her rhetoric textbook, Winifred Bryan Horner calls delivery "presentation" to show its relationship to both written and oral discourse (8). She also expands the conception of memory beyond simply memorizing a text. Analyzing modern views of the canons of rhetoric will provide insight into ways that writers can use them as aids for writing persuasive marketing materials for high-tech services.

Modern Invention

Like the ancient rhetors, modern writers must begin inventing their texts by analyzing the "rhetorical situation," the audience and purpose. However, writers must also realize that "additional or subsequent" readers will examine any document, along with the intended readers. These different audiences will need different information; each "will be more or less familiar with the subject, more or less positively disposed toward the subject, more or less educated, more or less professionally or technically experienced" (Dragga and Gong 22). One of the goals of the modern rhetor is to create a brochure that gives each disparate reader the information he or she needs while leaving a positive impression of the company. For example, a brochure for a company that designs wireless telecommunications networks might first be read by a project manager for a local telephone company. Then, the project manager might show it to members of the project team, which might include some electrical engineers, a lead technician, a technical writer, and a financial analyst. From there, it might be passed to the director of engineering, who might show it to the president or CEO. Each of these individuals will read the brochure from a different perspective, and each will have a slightly different impression of the design firm.

The first mode of artistic proof Aristotle mentions is *logos*, appealing to the audience's sense of reason. As Corbett points out, exposition and argumentation (referential discourse and persuasive discourse in Kinneavian terms) "often turn on definition" (38). For technical marketing material, which explains and persuades, definition is important. A writer can define something by describing its parts in detail, by using synonyms, by describing it through comparisons, analogies, and metaphors, and by providing an example of the thing (Corbett 40-42).

Aristotle viewed the second mode of artistic proof, *ethos*, valuable and effective. Through audience analysis, the writer can identify certain values the audience respects and adapt his or her text accordingly. For example, Kostelnick and Roberts write that paper stock—glossy or not, heavy or lightweight, recycled or cotton bond—is an important tool for establishing the tone and *ethos* of a document (419-22). The way the writer addresses the reader—in second person as *you*, or third person, with names such as *customer*, *partner*, or *business associate*—shows what kind of relationships the company promotes. The logical arguments also reveal the company's ethics: a focus on costs could show that a company wants to save the reader money; a focus on studies and data can show that a company conducts a lot of research and is thus well qualified in its industry. Verbal style also affects the ethical appeal of a text (Corbett 381). The ethical appeal pervades every document, and can be fragile at times: misspelled words, poor punctuation, and printer errors such as smudges and mismatched colors can cause readers to question the credibility of the writer or company represented. Once a text loses credibility with the audience, its persuasive power suffers.

Leigh Henson, writing on rhetoric and technical copywriting, reports that many people think copywriting is inherently unethical (447-48). Henson reports that some in the copywriting field condone using vague, exaggerated language as well as withholding negative information; to others, this approach is unconscionable (448). Using examples from personal experience, Henson shows that an ethical writer can give the reader useful information while fulfilling an employer's persuasive aim. The keys to ethical copywriting include knowing the subject matter, knowing the audience, and telling the truth without exaggerating (449). High-tech copywriting expert Janice M. King provides an extensive discussion of ethical and legal issues in copywriting. She includes these questions among those that a writer should ask about each marketing piece:

- Does the material present all information accurately and honestly, and with a fair representation of its context? Can all information about product features and performance claims be readily substantiated?

- Does the text include appropriate citations for information drawn from other sources?
- Have all necessary approvals and releases been granted before publication or distribution?
- Is the material sensitive to variations in standards, tastes, and communication protocols among different audiences, communities, and cultures?
- Were the interviews, testimonials, or other information from a customer or other source obtained after accurate representation of the interviewer, customer, and purpose?
- Does the material avoid promising or implying the delivery of results that involve activities, events, or resources that are beyond the company's control? (King 144-45)

Unethical marketing communications practices can hurt a firm's reputation, its relationship with customers, and can incur the wrath of legal authorities. King encourages writers to "apply common sense, good judgment, and a sensitivity to the people and implications involved to determine the best response to each situation" (144).

Pathos, or the emotional appeal, is the third form of artistic proof. Audience analysis is especially important to this aspect of invention. As high-tech copywriting expert Janice M. King points out, a potential buyer of a high-tech product or service is probably experiencing a variety of feelings relating to the possible purchase: concerns of self-interest, confusion, distrust, resistance to change, and desire to avoid risks (27-28). A vendor who can assuage such fears gains an advantage over the competition. King also writes, “Many marketing messages are designed to evoke FUD (Fear, Uncertainty, and Doubt) in the reader. FUD is an extremely powerful—if tricky—technique for grabbing a reader’s attention and motivating a response or action” (108). King says sources of emotion for technical marketing audiences include wishes and dreams, ambition or prestige; comfort, ease, and convenience; skepticism, or confusion; and challenges (107). King adds that questions are also important tools for building the FUD factor, as in “Can you afford cheap publishing software?” (113). She cautions writers to be careful when using negative emotions such as confusion, fear, and anger. King counsels writers who use negative emotions to “always show how the reader can overcome or avoid this negative situation with your product. And, make sure your use of positive emotions doesn’t imply a promise that is more than your product can deliver” (108).

The process of creating a marketing piece begins just as the composing process began for the ancient rhetors, with invention. Certainly the common topics are still useful invention tools. Dragga and Gong mention other tools for invention, including brainstorming; thinking aloud; using Kenneth Burke’s pentad of topics: act, scene, agent, agency, and purpose; and sketching diagrams to show processes and relationships (24-6). Planning is an essential part of invention for high-tech marketing. Comprehensive planning transcends basic audience analysis. King emphasizes the importance of developing marketing communications plans for broad guidance (guiding all marketing activities) and specific guidance (writing a single document) (King 8-22). King says a “marcom plan” for broad guidance should include situation analysis, product/service information, market information, competitive activity, strategies, tactics, evaluation criteria, a list of documents to produce, schedules, and budgets (9-10). A document plan for an individual document should include the document type, publication or medium type, audience, objective and purpose, key messages, source material, copywriting guidelines (tone, length), document elements, content types, the offer or call to action, legal considerations, assignments (within the department), and the review process (19-20). Plans such as those King advocates help writers to address substantive issues early in the writing process, reducing revision time.

Modern Arrangement

According to Cicero, "rhetors should consider the effect of arrangement holistically, instead of just focusing analytically on individual sections, especially because the wider perspective allows a superior appreciation of the genuine complexity of the discourse" (Dragga and Gong 45). Dragga and Gong write that there are "two major ways to organize the components of a document: sequentially and categorically" (49). A sequence might be *spatial*, *chronological*, or *hierarchical*. These sequential methods are considered predictable because "the reader, given the initial piece of information in the sequence, is able to predict or anticipate how the subsequent piece of information will connect to it" (49). On the other hand, categorical organization involves categories of information: similarities and differences, causes and effects, advantages and disadvantages. These patterns of information are more difficult to predict, so readers need transitional words and phrases for guidance. "Categorical organization is reinforced through appropriate visuals (e.g., paired listings, paired photos or drawings, tables, and bar graphs" (Dragga and Gong 50).

Dragga and Gong offer six basic structures that an argument might take. The line is direct, with no interruption or digression. In the circle, a text returns to its beginning point. The pyramid expands perspective from the specific to the general; from the narrow and concrete to the global and abstract. Conversely, the funnel "progresses from the general to the specific, defining its scope more and more precisely" (52) The string-of-beads form is episodic, "a series of associated ideas without a clear and necessary direction or progression. The reader's journey is essentially a meandering from stopping point to stopping point" (53). Finally, the braid structure "integrates several ideas or perspectives within a single discourse, and the reader's journey is therefore circuitous and complex. A braid structure is the result of using a categorical organization of alternating design" (53).

Modern Style

Modern conceptions of the canon of style stress that the style should be appropriate to the rhetorical situation. But according to Corbett, a subject and its stylistic treatment must not be simply compatible; they must fit each other perfectly. Corbett writes,

> This notion of the integral relationship between matter and form is the basis for any true understanding of the rhetorical notion of style. It precludes the view that style is merely the ornament of thought or that style is merely the vehicle for the expression of thought. . . . [S]tyle is something more than that. It is another of the 'available means of persuasion,' another of the means of arousing the appropriate

> emotional response in the audience, and of the means of establishing the proper ethical image. (381)

Henson advocates a cause-and-effect writing style to show the benefits of a technical product or service. Henson says writers must "devise readable sentences that show how features and functions contain technological advantages that in turn contribute to economic advantages" (453). Placing the benefits at the ends of sentences gives them a "natural linguistic emphasis" (454). King points out, however, that while customers want to know the benefits, they need enough technical information to understand the reason for the benefits. King writes, "For high-tech marcom documents this means you must strike a careful balance between product-centered feature statements and reader-centered benefits statements" (79). Although Henson cautions against using technical jargon unfamiliar to the reader, King remarks that "Sometimes you must / include jargon in your marketing material because the audience expects to see it, or because it is included in your competitors' documents" (82-83). Thus audience analysis should inform stylistic choices.

Poet and professor Walker Gibson divides style into two broad categories, saying a writer can "sound like a talker, or he can sound like a writer" (Gibson 7). The writer style, which tends to keep the audience at a distance, includes periodic sentences (complex sentences with their subjects toward the end), considerable parallel structure, and many verbs in passive voice; the writer style does not use second person pronouns or contractions. The talker style, on the other hand, brings the audience closer to the persona of the text. It employs "loose" sentences with clear subject-verb constructions, uses little parallel structure, keeps verbs in the active voice, refers to the reader as "you," and allows contractions (57). The style a writer chooses, whether distant or intimate, should support the rhetorical purposes of the document and address the needs and expectations of the audience.

Documents exhibit a visual style as well as the verbal. Dragga and Gong teach both types of style in their book for editors, and they provide a "style inventory" which helps writers and editors create text and pictures that are appropriate to each rhetorical situation (Dragga and Gong 81-109).

Modern Memory

Reynolds writes that, of the five canons of rhetoric, memory has always received the least attention. This is ironic because, according to Mary Carruthers, the ancients regarded it as the noblest canon and the basis for all the rest (qtd. in Reynolds "Memory" 3). Horner teaches the rhetorical canon of memory by dividing memory into two parts: the individual memory and the cultural memory (339). The individual memory includes a person's experiences: books read, conversations had, journeys traveled, family stories shared; it also grows when a person speaks with others and drawing from their memories (361). The cultural memory includes the resources that fill up libraries, and thus Horner teaches students how to use library resources. The Internet is, of course, another source of vast amounts of information, providing access to sources like discussion groups, World Wide Web pages, and electronic mail. Reynolds offers four "interrelated approaches to memory" in the modern world: memory as mnemonics, memory as memorableness, memory as databases, and memory as psychology ("Memory" 7). Reynolds says mnemonics "make written words, ideas, phrases, and arrangements memorable" to aid memory (9). Memorableness involves "the development of memorable subjects, words, phrases, sentences, passages, and texts" (10). The view of memory as a database involves memory's function as a repository for information guiding invention, arrangement, and style (11). Memory as psychology "resonates" in at least three ways: first, an important connection exists between memory and cognitive/neuropsychology; second, connections exist "between memory changes and subsequent alterations in the formation of psychological consciousness" (12); and third, according to Kathleen E. Welch, "memory creates the 'systematic connection between rhetoric and psychology'" (qtd. in Reynolds "Memory" 12). Reynolds asserts that these "various interrelated approaches to memory issues individually and collectively demonstrate that the classical canon of memory is . . . / as important to contemporary composition studies as it was to rhetorical studies in antiquity" (12-13).

Modern Delivery

Modern delivery applies to more than oratory. "Effective delivery is flexible, adjusted to the subject and style of the discourse, and thus assures that the speaker is perceived as sincere" (Dragga and Gong 132). Horner writes that presentation, "like voice and gesture, is ultimately the only visible sign of inner thought and expression" (x). Dragga and Gong discuss delivery in terms of a visual document: visual variables such as size, value, color, and shape; typography and page design; illustrations; and physical characteristics, such as paper stock, binding, and print process. In his "*Actio:* A Written Rhetoric of Delivery (Iteration Two)," Robert J. Connors considers the delivery, or *actio*, as the Romans called it, of essays and academic papers in terms of typeface, paper, and typography and layout. Although Connors' remarks primarily concern academic manuscripts, they are valid for all types of documents. He writes, "At its best, *actio* effaces itself and allows readers to concentrate on comprehension, aware that only the texts they hold are pleasant to the eye and to the touch. The most wonderful manuscript cannot turn a poor piece of writing into a good one or make a vacuous essay meaningful" (76). What it can do, Connors says, is lend credibility to the author and create a favorable impression in the audience. "[The] realm of actio is the realm of *ethos* much more than of *logos* or *pathos*. In presenting readers with manuscripts [or other documents], writers are creating images of themselves for their readers, images that can support or sabotage their messages" (66).

As Dragga writes in "The Ethics of Delivery," advances in desktop publishing have revived discussion of the canon of delivery and have given writers new rhetorical power. He cautions that "Writers who possess the power of delivery are obliged to consider the ethical implications of their design decisions" ("Ethics" 80). Dragga laments that the extant publications on ethics of delivery at the time of publication (1993) reveal a spotty, ad-hoc approach among professional communications research. To conduct his own inquiry, Dragga surveyed a group of professional technical communicators and a group of technical communications students. For example, he asks questions about using colors in a pie chart: because bright colors like red can make a pie wedge look bigger, while cool colors like green make it look smaller, is it ethical to use cool colors to mark "negative" information? Most professionals said it is completely ethical, while the students split between completely ethical, mostly ethical, and "ethics uncertain" (86, 89).

If a prospective employer asks for a one-page resume, is it ethical to reduce the document type size to increase the amount of information on the page? The professionals and the students said yes (86, 89). Is it ethical to recruit disabled workers with a picture of an able-bodied employee in a wheelchair? The professionals and the students said no (87-90). Dragga's survey covers only a small sample of the ethical issues professional communicators will face. Dragga asserts that technical communications instructors should continue to question the ethical choices that professionals and students make and to educate their students about ethical choices and consequences (94).

Visual Rhetoric

As shown in Dragga and Gong's text, the visual aspects of a text directly coincide with all of its rhetorical aspects, not just its delivery or presentation. Many rhetorical scholars are now studying and teaching "visual rhetoric." In his essay, "Seeing the Text," Stephen Bernhardt describes a continuum between visually informative and visually non-informative texts. In a visually non-informative text, such as a classroom essay, "most of the cues as to organization and logical relations [are] buried within the text" (66). But such cues in a visually informative text come from headings, variations in typeface, type size, and placement of headings (73). Bernhardt notes that many pamphlets, forms, and various promotional materials designed for large audiences are visually informative, as are many business, legal, and scientific and technical documents (67). Along with helping the reader understand and use a document, visual text cues also help a document "compete" for the reader's attention (71).

A rhetorical analysis of documents created for large audiences should consider visual rhetorical elements as well as verbal ones. In their textbook, *Designing Visual Language: Strategies for Professional Communicators*, Charles Kostelnick and David D. Roberts list six "visual/verbal cognates" that guide a document's rhetorical impact: arrangement and emphasis, clarity and conciseness, and tone and *ethos* (14). While these cognates do not mimic the canons of rhetoric exactly, they do address many of the same concepts and concerns.

Kostelnick and Roberts define arrangement as "the organization of visual elements so that readers can see their structure—how they cohere in groups, how they differ from one another, how they create layers and hierarchies" (14). Arrangement elements include page orientation (landscape or portrait), using narrow columns or wide paragraphs, and placing similar items on the left or the right, at top or at bottom (15-16). In visually non-informative texts, paragraphs are distinct, cohesive units. But as Bernhardt writes, it "may not be useful to speak of paragraphs at all, but of sections or chunks" in the visually informative text (Bernhardt 73).

Kostelnick and Roberts' cognate of emphasis involves making certain parts of a visual text more prominent than others. An emphasized element demands more of the readers' attention (Kostelnick and Roberts 16). Mary M. Lay says writer-designers can emphasize something in a variety of ways, including making it bigger than surrounding elements, adding color or shading, or giving it an unusual shape (Lay 82); extra white space can provide more figure-ground contrast and thus increase emphasis. Several typographic treatments provide emphasis as well, including boldfacing, italicizing, underlining, and reversing the color of text; using all capital letters or small capital text; and using certain typefaces for certain distinct purposes within a document (Kostelnick and Roberts 139-41). In his book *Type and Layout*, Colin Wheildon describes the "physiology of reading" proposed by typographer and educator Edmund Arnold. Arnold says Western readers start reading a page by looking at the top left corner, or Primary Optical Area; they then sweep left-to-right down the page and come to rest in the bottom right corner, on the Terminal Anchor (Wheildon 33). Writers can use Arnold's Primary Optical Area and the Terminal anchor to as points of emphasis, knowing that the reader's eyes will start and stop on those points as they "obey reading gravity" (Wheildon 33); see also Lay (82).

The third cognate, clarity, helps the reader of a message to "decode the message, to understand it quickly and completely, and, when necessary, to react without ambivalence" (Kostelnick and Roberts 17). Numerous visual factors influence clarity, including page layout, headings, appropriate use of figures and tables, appropriate use of illustrations and photographs, and typefaces. Wheildon, a typographer and printer, studied readers' habits over a four-year period. He asserts that "Body type must be set in serif type if the designer intends it to be read and understood. More than five times as many readers are likely to show good comprehension when a serif body type is used instead of a sans serif body type" (Wheildon 60). He reports little difference in legibility between serif headlines and sans serif headlines, or between roman and italic headlines, but says that headlines in all capitals are much less legible than those in lower case (75).

So, aside from the clarity of the words a writer chooses, the typeface used has an important effect on the text's clarity.

Kostelnick and Roberts' fourth visual/verbal cognate is conciseness. As they explain, visual conciseness "doesn't mean designing every visual element as minimally as possible. Rather, it means generating designs that are appropriately succinct within a particular situation" (Kostelnick and Roberts 19). Like clarity, conciseness involves several factors, including the use of rules and shading within tables; use of color; typeface, type size, and treatment (italic, bold, reversed); amount of detail in illustrations; labels on parts of an illustration, and page size (19-20). A clear document will give readers enough visual information to guide them and help them understand it without overwhelming them.

The fifth and sixth cognates relate to each other closely. The visual tone of a document reveals the writer's attitude toward the subject matter (Kostelnick and Roberts 20), and several visual elements interact to reveal this attitude. Writing in *Technical Communication Quarterly*, Kostelnick says,

> The size and texture of the paper (card stock, glossy or recycled paper); the method of binding (saddle stitch, perfect, comb); the use of color; the integration of graphic elements like icons, gray scales, bars, and lines—all of these speak with a certain voice—serious, friendly, casual, overbearing, excited, humorous, self-effacing, and so on. (Kostelnick 26)

Tone affects the sixth visual/verbal cognate, *ethos*. As with written or spoken *ethos*, visual *ethos* involves developing trust with the person who receives the message

(Kostelnick and Roberts 20). Creating *ethos* involves using all the visual elements in appropriate response to the rhetorical situation. The overall image projected by a document should support the image that the writer wants to project to readers, and should meet readers' expectations (21-22). For example, readers expect the annual report of a Fortune 500 company to look more serious, thorough, and generally "impressive" than that of a young startup company; readers expect the newsletter for a non-profit group to be simple and without many extraneous (and expensive) "frills." Visual *ethos* is at the heart of these impressions.

While the visual/verbal cognates of rhetoric work within the text, they also work throughout it and outside of it. Kostelnick and Roberts call this rhetoric of the whole document the supra-level rhetoric (389). Kostelnick says that readers and writers sometimes overlook supra-level rhetorical elements. "Since some supra-textual elements involve nitty-gritty "production" matters—page color, tabs, binding, and the like—they can be easily dismissed as unimportant or peripheral. However, our perception of a document begins with these elements, which supply clues about its visual rhetoric" (Kostelnick and Roberts 9).

Kostelnick divides supra-textual visual elements into three modes: textual, spatial, and graphic (Kostelnick 12-16). Textual elements at the supra-level "stand outside the main text" (12); they include titles, chapter headings, page headers and footers, initial letters starting paragraphs, watermarks, and titles and numbers on document covers. These elements work within a document and can work across a series of documents. Spatial elements include the size, shape, thickness and composition of the page, the binding or punched holes for storage in a binder, page folds, and a variety of special elements such as cut-out windows, fold-outs, and tear-off cards. Kostelnick writes, "Although spatial design at the supra-textual level can be restricted by seemingly arbitrary conventions (the one-page resume) or standard practices of storage and retrieval (folders and filing cabinets), it has an enormous impact on how readers interact with a document" (13). Graphic elements include bars, boxes, lines, and symbols that mark major divisions in the document; header and footer lines, icons that link pages together, and borders around pages; colors or gray scales that create divisions or unify like elements; and borders or gray scales around extra-textual elements such as bar graphs or pictures.

Kostelnick shows that supra-textual elements affect document structure and style. Structurally, they reveal major divisions and hierarchy; establish cohesion through coherence and parallelism; and they can help expand a document (place it in a binder with other documents in a series) or take it apart (encourage readers to tear off a response card) (Kostelnick 25-27). Stylistically, supra-textual elements can engender interest from the reader, set the document tone, establish credibility, create emphasis, and connote the document's usability (26-27).

Pictures are important tools for visual communication. They can connect the text with specific images of a person or people, illustrate what the text describes, and even add layers of meaning to a text. As Roger C. Parker and Patrick Berry write in *Looking Good in Print*, "Even a graphic that seemingly fits the *content* of a document might not fit the *tone*. Every illustration conveys a tone—formality or informality, elegance or earthiness, simplicity or complexity" (92). In the modern information age, writers have fairly easy access to numerous types of illustrations: stock photographs and clip art abound, while scanners, digital cameras, and numerous software programs make it easy for writers to create their own illustrations and turn photographs into computer images. For communicators, images fall into two basic categories. Photographs are "generally used to report or document an event or realistically portray an individual or group of people," while illustrations are useful for evoking a particular mood or depicting a "complex subject, such as the internal structure of a high-suspension bridge" (Parker and Berry 93).

Along with photographs and illustrations, writers can use tables and figures to present information. A table presents related verbal and/or numerical information in rows and columns. Figures include charts and graphs that show relationships and characteristics among data. As Dragga and Gong point out, tables are "verbally oriented and thus must be read very much like a verbal text in order to be understood," (87). Tables are best for informative texts, texts that do not require immediate attention, parts of a text for random access, texts with a motivated and educated audience that is familiar with the subject, and texts for audiences reading in a physical environment without interruptions (88). Academic journal articles commonly use tables, and appropriately so: the audiences for such articles are generally competent with the material, have a quiet office, carrel, or library in which to read, and generally do not have to read the journals immediately. On the other hand, figures are "visually oriented, requiring not so much reading as seeing in order to be understood: that is, comprehension of a figure is possible following a simple scanning of the figure" (87). Figures are effective in persuasive or instructive texts, texts that require immediate attention, parts of a text for random access, texts with an unmotivated audience, texts discussing material unfamiliar to the audience, and for audiences reading amid numerous distractions or interruptions (89). Figures support high-tech marketing purposes well. Most business people are quite busy, work in hectic environments, and cannot be experts on every high-tech service or product they encounter in a brochure.

Summary

The canons of rhetoric are remarkable in their durability and flexibility. While the Western world has developed tremendously since Corax and Tisias conceptualized rhetoric, the five canons of rhetoric have stayed constant while also adapting to new situations. New views of visual rhetoric, such as the six visual/verbal cognates proposed by Kostelnick and Roberts, help communicators use new media and new technologies while supported by traditions and history. The importance of *ethos* among the first teachers of rhetoric centuries ago provides a foundation upon which modern service providers can build.

CHAPTER 2:

THE RHETORICAL SITUATION FOR MARKETING HIGH-TECH SERVICES: ANALYSIS AND RECOMMENDATIONS

Introduction

Leonard L. Berry and A. Parasuraman, who have each authored much research on services marketing, argue in their book *Marketing Services: Competing Through Quality* that services marketing differs from product marketing, and that service quality is the foundation of services marketing: “The textbooks stress the four Ps of marketing—product, place, promotion, and price—but in a service business none of this works very well without a Q—for quality” (4). Buying services also differs from buying a product. This difference presents marketers with additional challenges, Berry and Parasuraman write, especially because the buyer associates certain risks with the purchase. “Customers’ perception of risk tends to be high for services because services cannot be touched, smelled, tasted, or tried on before purchase” (7). It becomes clear in the industry literature that services marketing is multi-faceted, and involves much more work than a technical marketing writer can do. However, a writer can still view marketing activities through a rhetorical lens, and can advocate marketing practices that will further persuade customers to purchase services from his or her company.

Marketing Differences: Goods and Services

Berry and Parasuraman point out the differences between goods marketing and services marketing. The key to goods marketing is that marketers stimulate demand after a good is produced. The post-production roles of marketing include creating brand awareness, inducing brand trial, demonstrating brand benefits, and building brand preference before the customer makes a purchase (Berry and Parasuraman 5). The tangible aspects of manufactured goods "boost prospective customers' confidence in their own evaluation of goods," so that consumers rely less on word-of-mouth communications to inform their decisions (6). Services, however, are intangible, and are generally sold before they are produced. Berry and Parasuraman write, "Services marketers can create brand awareness and induce trial before the sale, but they demonstrate benefits and build brand preference most effectively after the sale" (7). Word-of-mouth communications and post-sale marketing have "prominent effects in winning customers' loyalty" (7). Researchers Clow, Kurtz, Ozment, and Ong report that word-of-mouth communications are the "primary means by which consumers gather information about services" ("Antecedents" 232).

Client Expectations

A client firm brings certain expectations to the relationship with the vendor firm. Some expectations will appear in the contract documents, but others are unspoken. Writing about the behavior of individual consumers, Eileen Bridges writers, "[W]hen consumers with a specific usage situation in mind judge their perception of a product or service attribute, their responses depend in a predictable manner upon their reference point, or expectations for the usage situation" (193). Similarly, in the business-to-business setting, each member of the project team for a client firm will possess different reference points by which to evaluate a professional service. According to Berry and

Parasuraman, customers' perceptions of whether the services are performed correctly are "the prime determinants of their reliability. Even when a service meets provider-established criteria for correct execution, it is not error-free unless it also meets customer criteria, regardless of how subjective or nebulous those criteria are" (Berry and Parasuraman 20).

Although customers' expectations may be hard to identify, a firm can use them to its advantage. Berry and Parasuraman write, "Companies can manage expectations effectively by managing the service promises they make, by dependably performing the promised serve, and by effectively communicating with customers" (63). The first step is to ensure that promises reflect reality; overpromising undermines customers' tolerance and trust (Berry 63-64; King 118-19). This is an ethical matter for marketing writers as well as service company managers. If marketing promotions are realistic and do not exaggerate or mislead, the company and its customers will be happier in the end. The second consideration, performing the service reliably, makes good business sense. However, it also reduces the need for "recovery service," or fixing a situation gone wrong. Customers are notably less tolerant of mistakes and expect better service the second time (Berry 65). The third step, effectively communicating with customers, is a "potent means for managing expectations" (66). Listening to the customer, expressing appreciation for the customer's business, and demonstrating a sense of caring can create goodwill for the firm, earn the customer's trust, and reduce frustrations when service problems occur (66-67). Managed expectations provide the base from which companies can meet and even exceed customer expectations. When a firm consistently exceeds a customer's expectations, that customer is likely to show the firm unwavering loyalty (68, 70-71).

Business Processes for Selecting Service Providers

The rhetorical situation for marketing high-tech services includes the process by which firms select service providers. Researchers Ellen Day and Hiram C. Barksdale, Jr. propose this organizational buying process for professional services: recognition of a need or problem, defining purchase goals, identifying the initial consideration set of candidates, refining the consideration set, evaluating the consideration set, selecting the service provider, evaluating the quality of service delivery, evaluating the quality of the outcome, and satisfaction/dissatisfaction ("Organizational" 46). First, a firm recognizes a need or problem. The firm can use in-house personnel to solve it, hire an outside firm, or ignore the problem (46). Next, the firm defines its purchase goals, the criteria that the purchase of services should meet. Day and Barksdale write that all criteria "relate to quality, since the primary aim of the selection process is to ensure the desired level of quality – in both the client-provider relationship (service delivery) and the final outcome" ("Organizational" 46). After defining purchase goals, the firm identifies the initial consideration set, or prequalifies potential vendors, often on the basis of their portfolios (46). The firms considered in this stage are the ones of which the firm is already aware, if any, and those identified through referral. The following stage involves refining the consideration set, or developing the "'short list'" of finalists by disqualifying firms that do not fulfill established criteria (46-47).

After defining a short list of candidates, the firm must evaluate them ("Organizational" 47). In a study of how companies selected an architectural and engineering (A&E) firm for their projects, Day and Barksdale identified four major dimensions that affected each firm's choice of vendor:

> (1) perceived experience, expertise, and competence of the provider;
>
> (2) the provider's understanding of the client's needs and interests;
>
> (3) the provider's relationship and communication skills; and
>
> (4) the likelihood of the provider conforming to contractual and administrative requirements. ("How" 86)

High-tech service marketers should use these criteria to guide them as they create brochures, advertisements, and websites that can help their firms make a client's short list. The first dimension, "perceived experience, expertise, and competence of the provider," includes the firm's reputation, the qualifications of its personnel, the competence of its management, and whether the firm seems client-oriented. Once a firm makes it to the short list, "'competence' pertains to relevant past experience the firm has had in doing similar jobs" ("How" 86). This involves inartistic proofs: statistics on previously completed jobs, and even testimony from previous clients on the quality of work performed. The second dimension, "the provider's understanding of the client's needs and interests," requires a firm to show that it understands the client's project and standards, and that it understands the client's needs beyond the request for proposal (RFP). Real estate agents for Coldwell Banker provide customers four documents: a frequently asked questions guide, a home enhancement guide, a written guarantee of promised actions, and a specialized marketing plan for the property in question (Berry and Parasuraman 105-06). This level of detail leaves a powerful impression with the customer: it shows the client that Coldwell Banker understands selling a house transcends simple transfer of property, it shows the client personalized attention, and it helps the client through the sales process.

The third dimension influencing selection of a vendor, "the provider's understanding of the client's needs and interests," includes making a good presentation, demonstrating integrity and trust, listening to the client, and showing a favorable rapport or "chemistry" with the client ("How" 86). Any documents given to the client firm (including visual presentations projected onto a screen) should be visually appealing, informative, and easy to read, leaving a good impression. The fourth dimension, "the likelihood of the provider conforming to contractual and administrative requirements," requires a firm to show it is efficient, prove it is not overcommitted or lacking resources, prove it can meet any schedule requirements, and charge a competitive fee ("How" 86).

After evaluating the consideration set, the firm selects a vendor to fill the identified need. Although Day and Barksdale were able to identify a set of professional services selection criteria, the selection process is a fluid one, and selection criteria are likely to change. Between the time a client firm identifies a need and the time it develops its short list, personnel can change in the client firm or in the vendor firms, and the client firm may develop new needs or change its expectations ("Organizational" 48). So, a vendor firm should stay in touch with the client firm and maintain relationships with key personnel who influence the firm's selection. Writers should create documents like newsletters and bulletins that keep the customer informed about project status. Day and Barksdale were surprised that a firm's price is not a prime selection criterion. "It is clear, however, that price plays a role in the client's quality expectations, as well as in the ultimate evaluation" of the firm's services ("How" 88).

Assessing Service Quality

After selecting its vendor, the client firm evaluates the quality of service delivery, and evaluates the final outcome of the service. These two phases are important for services marketing because they affect the client firm's satisfaction with the service. The client's satisfaction level determines whether the client will give the vendor repeat business, and whether the client will give the firm positive referrals, leading to new business ("How" 89). Day and Barksdale write that some objective measures are available, such as whether deadlines are met. However, indicators of satisfaction more often are largely subjective, such as the degree of liking/disliking for the personnel involved in service delivery ("Organizational" 48). In their article on firms choosing an A&E vendor, Day and Barksdale found the criteria used to judge the quality of service nearly matched those for selecting the vendor firm. The five dimensions of quality evaluation include:

(1) the expertise, and competence of the provider;

(2) the provider's understanding of the client's needs and interests;

(3) the provider's relationship and communication skills;

(4) conformance to contractual and administrative requirements; and

(5) actual performance on the project. ("How" 87)

First, the expertise and competence of the provider: did the firm show specialized knowledge, use the latest technology, and request few change orders in the course of the project? Second, the provider's understanding of the client's needs and interests: did the firm continue to ask about the client firm's needs and concerns, was it willing to listen to the client firm, and did it seem interested in solving the firm's problems? Third, the provider's relationship and communication skills: did the firm provide progress updates and promised documents, did it ask the client firm the right questions, and were the firm's personnel likable and interested in the project? Fourth, conformance to contractual and administrative requirements: did the firm finish the project on time, on budget, and did it adhere to contract terms? Finally, actual performance on the project, includes the elements of the fourth criterion, plus these subjective traits: did the firm accomplish the client firm's objectives, and did it meet or exceed the client firm's expectations ("How" 87)?

Day and Barksdale say one interviewee observed that "quality assessment progresses from 'product to process to product'; that is, the quality of previous projects is considered during the selection stage, then the delivery process is appraised, and, finally, the completed projects are subsequently evaluated" ("How" 87). The study on A&E firms revealed that the factors contributing to client satisfaction or dissatisfaction are similar to the quality evaluation criteria, fitting four major categories:

(1) the provider's understanding of the client's needs and interests;

(2) the provider's relationship and communication skills;

(3) the provider's conformance to contractual and administrative requirements; and

(4) actual performance. ("How" 87-88)

The vendor firm's personnel who work with the client clearly affect client satisfaction. Personality traits the client firms appreciate include being receptive to the client's questions and suggestions, responsiveness, doing what was required without being told, adhering to the established schedule, and maintaining constant communication (88).

SERVQUAL as a Rhetorical Tool

Parasuraman, Zeithaml, and Berry developed an approach to service quality known as SERVQUAL (Parasuraman, Zeithaml, and Berry 12). SERVQUAL's five parts of service quality include reliability, responsiveness, assurance, empathy, and tangibles. Researchers Clow, Tripp, and Kenny sought to find out if service advertisements with copy reflecting the dimensions of SERVQUAL affected consumers' perceived risk, perceived experience of the provider, and purchase intentions in the specific instance of choosing optometrist services among four hypothetical advertisements. The information about perceived risk shows *pathos* at work, while provider experience involves *ethos*, and purchase decisions involve a combination of *logos*, *ethos*, and *pathos*.

Clow, Tripp, and Kenny say the level of perceived risk is "a function of the consumer's perception of what is at stake and his or her certainty that the consequences will be (un)favorable" ("Importance" 58). The researchers hypothesized that advertisements emphasizing the tenets of SERVQUAL would decrease perceived risk, and that perceived risk varies inversely with purchase intentions. The research data supported both of these hypotheses (66). Clow, Tripp, and Kenny write that cues conveying feelings of assurance and knowledge and of reliability were most effective. Cues for optometric knowledge include years of experience, the optometric schools attended, and specialized certifications. Reliability cues include the ability to deliver the promised service dependably and accurately; a guarantee is such a cue (67-68). These cues resemble the selection criteria used by subjects in Day and Barksdale's A&E study.

A provider's perceived level of expertise must prove the provider possesses the skills required to perform the task ("Importance" 59). Clow, Tripp, and Kenny hypothesized that the provider's perceived expertise inversely affects perceived risk, that perceived expertise directly and positively affects purchase intentions, and cues emphasizing the tenets of SERVQUAL directly and positively affect perceived expertise. The researchers did not find that perceived expertise significantly affected perceived risk (66). Clow, Tripp, and Kenny found that tangible, reliability, assurance, and empathy cues increased perceived expertise, but responsiveness cues did not (66). The tangible dimension includes the provider's facilities and equipment; by reading the advertisements' copy, respondents were able to infer tangible qualities without seeing facility pictures (63, 66). Empathy cues show that the provider can address a person's particular needs and concerns, while responsiveness cues describe general service availability. While the researchers found that perceived expertise directly and positively affects purchase intentions, they found that risk reduction appeared to increase purchase intentions slightly more than perceived expertise (66-67).

In the Clow, Tripp, and Kenny study, advertisement number two emphasizes "state-of-the-art" procedures and "modern care." It uses second person to address the consumer, and says the staff will explain all procedures thoroughly and answer all the patient's questions. A bulleted list highlights available services, and the advertisement does not mention costs. Advertisement one simply shows a picture of the doctor, lists the doctor's medical school, and provides hours of operation. Number three features coupons for exam-and-glasses packages, a discount on eyewear, and a free examination with glasses purchase. Number four is a wordy narrative that denigrates high pressure selling and unnecessary sales gimmicks while emphasizing the firm's respect for honesty and the customer's wishes. Of the four advertisements in the study, respondents judged that number two had the lowest perceived risk and the highest perceived expertise; the advertisement also elicited the highest amount of purchase intentions, and it reflected the five dimensions of SERVQUAL more thoroughly than did the others ("Importance" 67-68). Thus, research indicates that the five quality determinants of SERVQUAL help reduce perceived risk and perceived expertise, in turn increasing purchase intentions (66-67). Writers must analyze what customers have at risk through *pathos* and discern ways to present themselves as competent to alleviate those risks through *ethos*. This research by Clow et al shows that the five dimensions of SERVQUAL—tangibility, reliability, responsiveness, assurance, and empathy—are useful rhetorical tools.

Marketing Services Internally

While most services firms direct their marketing efforts at external customers, some service providers must market their services internally, within their respective companies. Gilbert D. Harrell and Matthew F. Fors point out that company units such as health and safety, marketing research, management information systems, and education and training must assess how they contribute to their company's overall success and must promote their services to internal customers effectively (299). In their case study on industrial health and safety services, Harrell and Fors interviewed hundreds of plant managers in the automotive industry. They identified five key management expectations for internal services. According to Harrell and Fors, "The research indicates that meeting or exceeding management's expectations on these five dimensions will tend to favor investment decisions" (301).

The first dimension Harrell and Fors advocate is to show tangible objectives and systematic tools for the service offered (303, 306). Managers want to know how a service will save them money and increase their productivity. In the case of industrial health and safety services, managers will say that health and safety are "number one" priorities. But in a survey of time spent making daily decisions, cost control and product quality occupied the majority of a manager's time, while safety ranked sixth and health ninth (301-03). To show how their services are important, services marketers should develop and perform service audits to help managers identify and define relevant goals (303). Harrell and Fors' second dimension is to engage corporate executives with the service marketing effort (303, 306). The plant managers said evidence of corporate commitment includes executive presence at staff meetings and events, mention of the service in corporate publications and performance reports, and measurement systems that reward and provide incentives for top performance in an area of performance (303).

Thirdly, Harrell and Fors write, “Establishing the internal service group as a recognized center of expertise within the organization is essential to the marketing effort” (304). It is especially important to demonstrate specific expertise in service areas that suffer from perceptions of “nonprofessionalism,” such as industrial health and safety; many think that health and safety workers are not specialists in that field, or that factory health and safety appointments are politically motivated (304). The plant managers indicated that the background and experience of the staff provide evidence of expertise. Harrell and Fors say that internal service providers should network throughout the company to act (and be perceived) as a hub for specialized information related to their services (304).

Fourth, Harrell and Fors recommend that internal service marketers encourage team building through formal and informal group processes (306). Cross-functional teams help “access and integrate expertise while strengthening support for the eventual solution;” they also reduce management’s perceived risk associated with the project (305). The fifth dimension of management expectations for an internal service is the link to operational performance. Internal service marketers need to “assist management in developing justifications that are consistent with accepted corporate approaches to obtaining funding” (305). Harrell and Fors caution that emphasizing cost or benefits “early in the problem-solving process may not always be an influential catalyst for management investments;” internal marketers must learn when and how to provide financial information to justify a purchase decision (305).

Recommendations for Internal Services Marketing

The expertise and potential to effectively solve a problem, which Day and Barksdale found important to external services marketing, are also important to internal services marketing. Expertise and problem-solving potential are part of the *ethos* of services marketing. Building teams to solve internal services problems is a matter of *pathos*; it reduces perceived risk and helps generate camaraderie. The remaining three dimensions of Harrell and Fors' study concern *logos*. Engaging executive management provides testimony to the importance of a project. Specific services goals and targets for improved performance and reduced costs provide tangible evidence. Financial justification helps a project become reality.

General Recommendations for High-Tech Services Marketing

With knowledge of the processes companies go through to select service providers and of the criteria companies use to select providers, technical service marketers can better create messages and documents that help their companies develop relationships with customers. Five key principles will help writers create effective services marketing materials.

Principle One: Reinforce Value

First, marketing writers can help shape the value a customer assigns a service and the service relationship. Louis J. De Rose writes, "Value is perceived and acknowledged by the customer. It is not intrinsic in the seller's offering" (De Rose 89). Berry and Parasuraman write that the perception of value "drives relationships," and that delivering value to customers "defines the potential for relationship marketing, and / delivering high quality service directly influences the potential for value" (142-43). The authors say the reliability, tangibles, responsiveness, assurance, and empathy of a service (the SERVQUAL dimensions) influence the quality and, therefore, the value in the customer's eyes (143). Technical marketing writers can use the five SERVQUAL dimensions not only to reduce risk and increase perceived expertise (Clow, Tripp, and Kenny), but also to reinforce the value customers place on services.

Principle Two: Make Messages Tangible

Second, writers should make their messages tangible. Even though a service is generally intangible, parts of the service are tangible. These tangible items provide "evidence" about the quality of the intangible service. Berry and Parasuraman propose these three forms of evidence: physical environment, communications, and price (95). The physical environment includes not only a firm's physical office or location, but the architectural features, the ambient features (noise, odors), and especially personnel (95-98). These physical elements represent the service. Communications include messages produced by the firm as well as messages about the firm. Berry and Parasuraman recommend "tangibilizing the service" by emphasizing tangible aspects of the service as though they were the service (Carnival Cruise Lines shows passengers in activities all over the ship), and by creating tangible representations of the service (e.g., the "Happy Meal" boxes with games and puzzles at McDonald's restaurants or the red umbrella of Travelers Insurance). The tangibles make the service seem more real (99-100). Berry and Parasuraman say companies should also "tangibilize their messages" (100-01). As copywriting expert King writes, "The more tangible, the more 'real-life' you can make your information, the more the reader will relate and respond" (King 108). King says themes such as financial concerns, time pressures, planning for uncertainties and business or industry trends are real-life concepts to which prospective customers can relate.

Another approach to tangibility is to stimulate positive word-of-mouth communications; for example, one company flies prospective buyers to sites of satisfied customers (Berry and Parasuraman 100). Word-of-mouth communications are powerful, because when the "consequences of selecting the wrong service supplier are high, the customer will be especially receptive to credible word-of-mouth communications from other customers to guide the decision-making process" (Berry 100). Word-of-mouth messages are tangible because they come from real people speaking from honest experience. Berry and Parasuraman note that by using comments of satisfied customers in marketing materials, a firm effectively merges "conventional and word-of-mouth" advertising (100).

Warranty and price are also tangible evidence of service quality. A firm's warranty can send a powerful message about service quality to its customers and its employees. Berry and Parasuraman note that simple, unconditional guarantees promote a strong, tangible, easily understood message (100-01). Price is a clue to customers about service performance, as well as firm's key to generating revenue (101-02). When a price is too low, customers may doubt the quality of the service; when a price is too high, customers might feel like they are being cheated (102-03). While setting a price is no easy task, it has important marketing effects as evidence of service quality.

Principle Three: Appreciate the Ad-Hoc Nature of Services Purchases

Third, marketers should appreciate the ad hoc nature of purchasing high-tech services. High-tech services are generally, but not always, for specific, ad hoc purposes. In their study of criteria for choosing management consultants, Dawes, Dowling, and Patterson noticed differences between respondents who used consulting services frequently and those who did not. The researchers say users making less frequent purchases

- rely more on referrals from satisfied clients of the consulting firm;
- are influenced by an offer of assistance in the implementation phase;
- are more likely to select a consulting firm with which they have had prior experience;
- place more importance on dealing with an individual consultant they know personally. (192-93)

Dawes, Dowling, and Patterson say marketers should appreciate these differences of infrequent purchasers. Overall, the study suggests that the “single most important attribute a consultant can develop to enhance its business is its corporate image or reputation” (193), i.e., its *ethos*.

Principle Four: Take a Problem-Solving Approach

Fourth, Day and Barksdale recommend that services firms “take a problem-solving” approach” to marketing. In the initial stages, this can mean “asking the client questions about his/her needs and concerns rather than simply presenting credentials” (“How” 89). After identifying the client’s concerns, marketers can use King’s “fear, uncertainty, and doubt" approach to emotional appeals, as well as emphasizing the firm's *ethos*. As Day and Barksdale have noted, the client evaluates the firm's personnel while receiving service from a vendor firm, and not the firm as a whole. Thus a vendor firm must manage the relationship consciously and continually through relationship marketing (89-90); the firm as a whole must live up to the expectations that it has created for the client. King emphasizes the importance of staying in contact with the customer after the service is rendered. She writes, "Marketing communication does not end after the product is announced or a sale is made. To ensure product [or service] success and customer loyalty over the long term, you must view communication as a sustained effort" (King 6). In a high-tech environment, King says, customers want to know that their vendor companies use the latest technologies and are looking toward the future (7).

Principle Five: Understand Relationships and Relationship Marketing

Fifth, technical services marketers should understand relationship marketing and should promote relationships in the materials they create. Relationship marketing involves "attracting, developing, and retaining customer relationships" (Berry and Parasuraman 133). Technical marketers need to understand the nature and purpose of relationship marketing in order to contribute to their companies' success. Berry and Parasuraman use the terms "customer franchise," "relationship customers," "true customers," and "clients" to describe customers who are loyal to a firm (63, 133-35). Loyal customers are "the most profitable of all customers" because they spend more money with the firm per year and stay with the firm longer than do other customers, they spread positive word-of-mouth information about the firm (which reduces advertising costs), and they are sometimes willing to pay premium prices for service benefits (133-34). Thus, services marketers should make special efforts to market services to existing customers.

Berry and Parasuraman describe three levels of relationship marketing. Level one primarily involves financial incentives. Financial incentives are not a solid basis for a relationship because competitors can easily match or exceed them. Berry and Parasuraman mention the American Airlines AAdvantage frequent flier program as a relationship builder that competitors quickly copied, thus negating American’s attempt to differentiate itself as unique (137). Marketers can promote these incentives in short-term campaigns, but should not use them in the long term. Level two involves financial and social bonds between the firm and the customer. Giving gifts to customers is just one way to initiate social interaction. University National Bank and Trust Company gives Walla Walla onions to its customers to thank them for their business; the innovative East Coast retailer Stew Leonard’s features an animal farm at the front of the store (148). Level three services marketing includes financial, social, and structural bonds between the firm and the customer. Structural bonds are unique parts of a service firms can use to attract and retain customers; these bonds make customers reluctant to leave. For example, the pharmaceutical company McKesson developed computerized services to help smaller retailers compete with large drugstore chains in inventory management, pricing, and credit management (141); these benefits were not available from other providers. American Airlines offered AAdvantage Gold benefits to the top two to three percent of AAdvantage members with the most accrued mileage. Some Gold benefits include reserving the best coach seats on a flight for Gold members until two days before departure, pre-boarding with first class, and keeping the middle seat next to a Gold member empty whenever possible. Level three benefits should be unique, offer a level of prestige, and should encourage the customer to patronize the firm continually (142). Marketing writers should understand the levels of relationship marketing and should promote the benefits of the relationship in the messages they create. Writers should also ensure that their companies use written pieces such as newsletters, white papers, and other announcements (King 7) to maintain and strengthen customer relationships after rendering services.

In conclusion, relationship marketing and services marketing are strongly connected to a firm's *ethos*; not just a conjured, marketing-slogan *ethos*, but a company-wide *ethos* that earns the trust of customers and produces quality service. As marketers communicate a company's *ethos* publicly, they must choose which facets of that *ethos* to promote the most. Dawes, Dowling, and Patterson asked hundreds of Australian business personnel about the criteria they used to choose management consultants in a variety of fields, including human resource management, strategic planning, logistics, and information technology. Respondents rated 17 criteria in importance, on a scale of one to seven. Over all fields, the two most important selection criteria were the consulting firm's general reputation and its reputation in a specific area (190). Dawes, Dowling, and Patterson say this corroborates results of other professional services marketing studies (189). Experience in the client's industry ranked third in information technology projects and fourth across all business areas. These findings are in line with the selection criteria put forth by Day and Barksdale, which emphasize a firm's competence and likelihood of completing a certain project. When asked for "major reasons" they disqualified potential consultants, subjects in the study most often cited lack of industry experience and having less experience than the chosen consultant (Dawes, Dowling, and Patterson 191-92).

While Berry and Parasuraman never use the word *ethos*, they preach the importance of a company-wide spirit based on quality service: "The theme of this book is that high-performance services marketing begins and ends with excellent service. Quality service is the essence, the core, of services marketing" (77). Berry and Parasuraman write that a firm's competitive advantages are its "special competencies" and define its "'reason for being'" (84). The company *ethos* is important to high-tech products and services in general. As King writes,

> All of your communication and activities throughout the sales cycle must work to build the prospect's confidence and trust in your company, product, and service. At each stage, your materials should convey the credibility of your company and support the buyer's confidence in making a purchase decision. (6)

Competence, trust, and credibility are the core of rhetorical *ethos*. While company management has the responsibility of shaping a company's *ethos*, marketers have the responsibility of communicating the *ethos* to the public.

CHAPTER 3:

ANALYSES OF HIGH-TECH SERVICES MARKETING BROCHURES

Prefatory Remarks for the Chapter

I sought to analyze sample brochures from high-tech service providers in order to shed light on effective rhetorical practices from the business community and to identify opportunities for improvement. Although companies use many media—brochures, websites, radio and television commercials, billboards, magazine and newspaper advertisements—to market their services, I decided to study only brochures to keep the project manageable. While I tried to collect brochures from a variety of high-tech service providers, I found that some companies are reluctant to provide materials to anyone other than a potential customer. Other companies I contacted did not have brochures, but referred me to information on their Internet websites. Thus, my sample of brochures was not chosen scientifically, but was determined by sheer availability. I presented analyses of seven brochures to my thesis committee. On their recommendation, I will limit the analyses below to brochures from three companies: Logix Communications, Ericsson (my current employer), and IBM.

Introduction

This section of the study involves analyzing a sample of three brochures from three high-tech service industries: voice and data telecommunications services, electronic commerce consulting services, and telecommunications network services. This section will reveal how Kostelnick and Roberts' six visual verbal cognates are used and to what effect in response to the rhetorical situation. The study also considers the types of images used and the supra-textual rhetorical elements of each piece, as well as the logical, ethical, and emotional techniques and the verbal style used in each sample's text. The same analytical framework will be applied to each brochure.

The study will reveal practical rhetorical techniques that professional writers and designers can use, and it will reveal tendencies and trends in services marketing. In this analysis, some elements are likely to produce more than one effect on their respective documents. Kostelnick and Roberts write,

> Just as it's not always possible to pinpoint whether an aspect of a document—say, the technicality of its language—adds to the clarity of the writing or its conciseness, neither can you always say that a certain design choice—say, the placement of headings or drawings on a page—is entirely a matter of arrangement rather than *ethos*, of clarity rather than emphasis. Chances are that many design choices, from the most large-scale to the most local and specific, fall into several categories. (14)

While the choices for the analytical framework are somewhat arbitrary, they will continue the study using terms previously discussed.

Ericsson Service Solutions Brochure

Rhetorical situation: Ericsson provides equipment for operators of telecommunications networks. The company also provides a variety of related services, from training a company's employees on how to use Ericsson equipment to operating and maintaining a company's telecommunications network. The primary audience for this brochure is

Ericsson's existing customer base, particularly managers with responsibility for technical personnel and finances. However, Ericsson's services extend to telecommunications companies using non-Ericsson equipment, so those companies are a secondary audience. Ericsson uses this brochure to promote and sell its services for telecom operators: business consulting, network design, network implementation (building physical infrastructure) and integration, competence development (technical training), network support, network performance improvement, and network management (running a company's network). A facsimile of this brochure appears in appendix A.

Supra-textual elements—

Spatial: This brochure is a European A4 size booklet with staple binding. The cover is made of white/ivory stock with matte finish. Interior pages are relatively heavy white stock with matte finish. The brochure has the feel of a mail order fashion catalog that someone can flip through leisurely. It is an attractive marketing piece, but not flashy or garish.

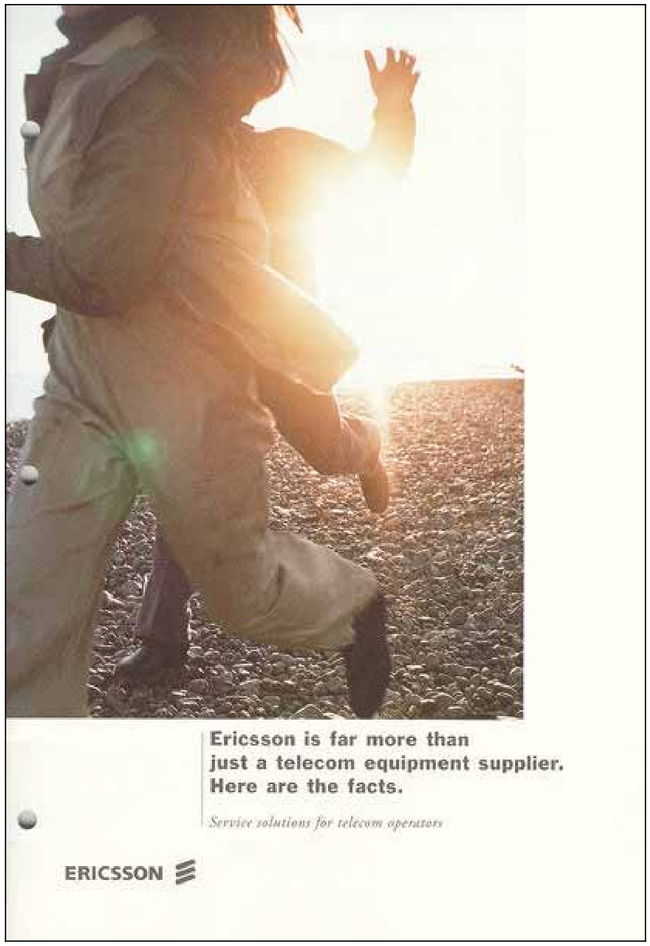

Figure 1: Front Cover, Ericsson Brochure

Textual: The sans serif type and the vertical rule from the cover appear in the heading of each two-page spread, while the main text is set in regular serif type. The text on the non-photograph pages is always set justified in two columns. The Ericsson name receives no special visual treatment in the text. Page numbers appear at the outside corner of each page among the two-page spreads.

Competence Development

MAINTENANCE AND OPERATION OF SOFTWARE AND HARDWARE

OPERATION OF MANAGEMENT AND SUPPORT SYSTEMS

CUSTOMER CARE AND ENQUIRY HANDLING

BUSINESS AND MARKETING PLANNING

SKILLS AUDITS AND CERTIFICATION

SENIOR MANAGEMENT SEMINARS

In an increasingly competitive world telecom market it can be almost as hard to attract the right staff as to attract the right customers. There is huge demand for the best people out there. We know, we have to compete for them just like you do.

But you could avoid the issue altogether, by developing the skills of your existing staff. And in so doing, not only will you increase the value of these people to your organisation, you'll also be building a long-term competitive advantage.

Ericsson will help you achieve and maintain that competitive advantage.

Your current skills and staff resources are analysed and compared with the needs and strategies identified in your business plan.

Then, taking into account the specific requirements of your network, a training and development plan is designed. This plan sets out a comprehensive programme of training that will build on people's existing knowledge of your business, developing their skills and competence into new areas.

As you'd expect, Ericsson provides programmes for technicians and engineers. After all, who better to provide technical training than the people who built the specific hardware and software platforms you are using. But it doesn't stop there.

Customer care and helpdesk staff, as well as your sales and marketing teams need to understand the network. Not only the internal systems they use every day, but subscriber services and the benefits they can offer.

To help you sustain the right mix of skills, Ericsson will support your organisation with a multi-year training agreement. And if you're looking for greater involvement in the competence management of your staff, we can put together a programme that develops your own, in-house training capability. Equipping teams of your staff with the skills and materials they need to train new recruits and new hands alike.

"Finding staff with telecom experience is one thing, but finding people with relevant telecom experience is something else entirely. Ericsson's programme of development training is helping us to get the most from our existing staff resource. What has surprised us is the breadth of topics covered, everything from system maintenance to customer care."

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Figure 2: Sample Text Page, Ericsson Brochure

Graphic: The cover, with its large photograph placed off-center, establishes a tone and an approach to layout that is used throughout the brochure. The booklet features nine two-page spreads, plus a contents page and a closing page. Each two-page spread features a separate item or theme. A large, color photograph dominates one page of each spread. Each spread also features a customer quote set in italic serif typeface.

Visual arrangement: In each spread, a color photograph dominates one side, with its inside edge touching the middle of the spread or sometimes bleeding over it slightly. In some cases the photograph covers an entire page. The heading for each spread appears in the top corner of the non-photograph page, alternating between the verso and the recto in every other spread. The customer quote also shifts position among the spreads. Sometimes it rests at the bottom of the non-photograph page; sometimes it is underneath the photograph; other times, it is above the photograph.

The layout varies slightly from spread to spread, but the same elements appear in each case; their relative sizes, or proportions (Lay 79), are consistent. The consistent presence of similar elements creates unity, and unity "contributes to the coherence and legibility of the page" (Lay 73). The spreads all look like they belong in a series, even though no two are identical. Each spread achieves a balance of its own. In Lay's terms, that means the images, text, and white spaces are distributed so that no part of page or spread has a visual "weight" that distracts the readers from the other elements (Lay 76-79).

Visual emphasis: The heading in the top corner of each text page emphasizes the topic of each spread. Each customer quote also stands out because it is surrounded by white space. This arrangement provides good figure-ground contrast (Parker and Berry 12-13) and enhances visual clarity. Because each quote is at either the top or the bottom of the page, the eye can rest on it (Wheildon 33) and it becomes more prominent to the reader.

By consistently using large photographs of people, Ericsson emphasizes that people are important. Within the photographs, another emphasis exists. The designers and photographers have used sharp focus to emphasize the face of the person or people in each photograph. In some cases, such as page 10 with a man and his son playing a game with stacked wooden pieces (see appendix A), the degree of focus between the subjects' faces and their surroundings varies greatly. Ericsson uses pictures of everyday people to represent its complex, high-tech services.

The graphic design also emphasizes the customer quotes, as shown in Figure 2. The quotes are set in 10-point italic serif type. However, the first phrase of each quote is set in 14-point type, with a large initial capital. Furthermore, the leading between each line of the quote is about 10 points. So, the customer quotes cover more space than lines of normal text. While some companies emphasize the source of each customer quote they place in a brochure, here Ericsson differs, omitting the quote source but emphasizing the quote's contents.

Visual clarity and conciseness: The text is set in 12-point serif type, easy to read. The headings in bold sans-serif type are likewise readable. The ample white space helps the text stand out. The message on each text page fits in two justified columns, providing an easy amount to read in one sitting.

Visual tone: The impression a reader gets from the cover is repeated throughout the book: the booklet is elegantly simple and subdued, but visually interesting. The colors on the cover photograph, like the ones throughout the booklet, are deep, earthy tones like tan and olive green; except for the last page, no bright colors appear. This adds to the "understated" feeling of the booklet.

Another tonal element is the varied visual arrangement. The elements stay the same, but the designers use them differently each time. This is much like Ericsson's services business: while their customers will have many of the same issues in common, Ericsson will address the issues differently for each customer.

Visual *ethos*: The simple visual style lends an air of honesty and unpretentiousness to the booklet. The Ericsson logo appears only once in the whole booklet, on the front cover. The photographs play a large role in forming the visual *ethos*. For example, the business consulting section photograph features a gray-haired man examining a potted plant, in a room full of natural light. He appears to be an experienced, knowledgeable professional who literally is not afraid to "get his hands dirty" in his work; see Figure 3. In the network performance and integration section, the photograph features three men moving a wooden boat toward the water. They lean into their work. While their faces reflect the strain on their bodies, each man also has a hint of a smile. This image leaves a feeling of diligent work and a strong team work ethic. In the network performance improvement section, the photograph features an Asian woman in a group practicing the graceful exercises of Tai Chi. Her expression reflects concentration as well as serenity. Her hands are open, intimating generosity and grace, instead of being clinched in a powerful fist.

Tai Chi is an apt emblem not only of concentration and serenity, but also balance, grace, strength, and "performance improvement;" see Figure 4.

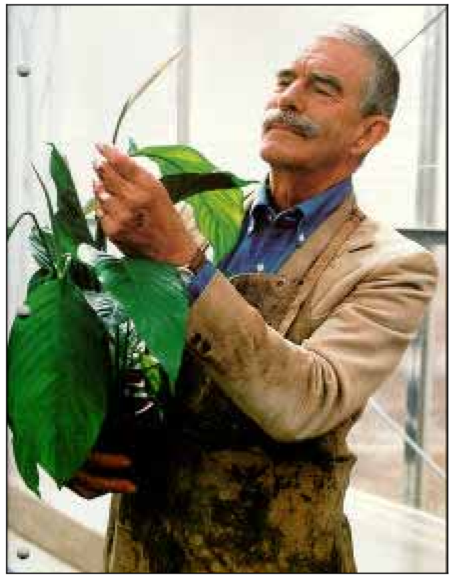


Figure 3: Photo on Page 5, Ericsson Brochure

Figure 4: Photo on Page 14, Ericsson Brochure

Verbal style: The textual content of the brochure is in a relaxed style, as is the visual style. It contains virtually no telecommunications jargon (only one three-letter acronym).

To support an informal tone, Ericsson refers to the reader in second person and sometimes uses contractions (Gibson 57). But because Ericsson refers to itself as "Ericsson" throughout, not with pronouns, the relationship between the company and the reader stays somewhat formal. Most paragraphs are only two sentences long. Some are written in the fragmented style common in marketing materials: for example, "Now we get to the nuts and bolts. How to put it all together" (Ericsson 7). Spellings such as *programme*, *capitalise*, and *organisational* give the document a European air, but might seem overly formal or just distracting to American readers.

Verbal *logos*: According to the brochure's front cover, "Ericsson is more than just a telecom equipment provider. Here are the facts." This statement implies that Ericsson will prove its case through statistics and specific data points. Instead, Ericsson's logical focus throughout the brochure is that companies who hire Ericsson can save money, and saving money makes good business sense. Ericsson says it can save the reader's valuable resources and time, doing the tedious work so the reader can grow the company's business. Ericsson says it is "probably the most experienced supplier of telecom network solutions in the world. Which is experience that you can use to run your network more effectively and efficiently," (3). Ericsson also uses the customer quotes as witnesses or inartistic proofs of its claims throughout the brochure.

Ericsson uses a common sense approach to *logos*, especially in the network implementation and integration section. The customer's network designs on paper do not become "real" until they are built; Ericsson can bring them to life. Ericsson describes the network operators' dilemma: the challenge of creating a network as quickly as possible while building, installing, and testing it for quality. “The only way to achieve this,” Ericsson writes, “is to use skilled and proven personnel and project management methods. Which means choosing a supplier that has done it all before” (8). The underlying assumption in that statement is that the telecom operators do not have the expertise themselves and must look elsewhere to find it.

Ericsson reasons in the network support section that operators will need help keeping their networks up to date, and that they will need this access around the clock. So, the logic for choosing Ericsson is reflected in the company’s ability to meet these needs. Phrases like “continuous access,” “global twenty-four hour a day service,” “always there,” and “total support service” present Ericsson as the common sense choice. Ericsson provides a “total” package, from software to documentation, so the customer will not have to contract with another vendor to do what Ericsson cannot or will not do.

Ericsson begins the network performance improvement section with an enthymeme of sorts. The major premise is, “Better telecom networks attract increasing amounts of customers.” The minor premise, which is not stated directly, is “You have one of the better telecom networks.” The conclusion, “You must upgrade your telecom network to keep existing customers satisfied and to serve additional customers,” appeals directly to the telecom operators’ concern for the financial “bottom line.” Ericsson says an operator needs to find the “optimum increase” for its network. Too small an increase might frustrate customers, while too great an increase would be wasteful. Ericsson is a good choice for this work, because it has experience “building, improving and managing whole national and international networks.” “The bottom line,” which determines a business's success or failure, "is that your network gets the most effective and efficient improvement" (15).

The network management section continues the focus on a business's need to keep costs low. Without Ericsson, a customer will spend time recruiting staff instead of growing its business. Time is a precious commodity for everyone, especially in business. As the customer gives more of its work to Ericsson, it will have more time to spend on its business. The customer quote at the bottom of the verso provides inartistic proof of Ericsson's message: "This has got to be the easiest way to make money. We own the network, do the marketing and collect the cash, but that's about it. Ericsson does absolutely everything else for us" (16).

In the summary section, Ericsson restates the benefits it brings to a customer's business: efficiency, customer satisfaction, and long-term stability. Ericsson adds some inartistic proof that it provides quality service by naming the major geographical areas Ericsson serves and by listing this vital statistic: Ericsson has worked for more than 150 companies worldwide. Ericsson knows you want "a cost-effective solution to any kind of business and operational need. And with Ericsson, that's what you get" (18).

Verbal *ethos*: Ericsson's *ethos* is the focus of this booklet, as Ericsson shows a concern with building relationships and helping people. A quote about Ericsson's abilities appears in each spread. While these quotes do not have attributions, reading the series of them reveals that they come from some of Ericsson's service solution customers. The photographs in each spread depict the types of customer relationships that Ericsson describes in the text: Figure 3 portrays the knowledge and experience of its consultants;

for performance improvement, Figure 4 shows Ericsson's ability to focus and concentrate energies; for network implementation and integration, Figure 5 shows a spirit of hard work and cooperation.

Figure 5: Photo on Page 9, Ericsson Brochure

Ericsson emphasizes its credibility. It has worked with "hundreds of wireless, wireline and corporate networks all over the world" over the last 120 years (3). Ericsson tells readers it is "as committed to meeting your targets as you are" (3). Having been in the telecom business for years, Ericsson will help the customer face the market with confidence, even if the market is a new one (4). Ericsson bolsters its credibility by saying it is the number one supplier of network knowledge, and by mentioning its experience with a large and diverse customer base. Ericsson emphasizes that in terms of network implementation and integration, it has "done it all before" (8). Their work will ensure the customer gets "maximum return" on the investment. This customer quote emphasizes

Ericsson's credibility: building a complete network with equipment from different vendors "is Ericsson's bread and butter" (9).

The section on competence development is particularly *ethos*-laden. This makes sense, because a company should be competent and trustworthy in order to train another company's personnel. In the first paragraph, Ericsson establishes common ground with the reader: "There is huge demand for the best people out there. We know, we have to compete for them just like you do" (11). Ericsson says it wants to "help" its customers stay competitive, giving the impression that it is not just a mercenary hiring out for the money. This rhetorical question, phrased as a statement, affects the reader's image of Ericsson as competent: "who better to provide technical training than the people who built the specific hardware and software platforms you are using" (11). The answer is that no one can provide better training on Ericsson equipment than Ericsson can.

In the section describing its network support services, Ericsson mentions twice that it invented digital network switching, which should give customers added assurance. Ericsson closes the section by emphasizing that it offers a full line of hardware and software support, and that it is "the most experienced digital support organisation there is" (12); however, that superlative comment is difficult to qualify or prove. In the network performance improvement section, Ericsson emphasizes its experience to establish credibility and win the customer's trust. Its experience in "building, improving and managing" large networks gives Ericsson vast knowledge and a unique perspective that will help Ericsson find the "optimum increase" for each customer.

In the network management section, Ericsson again emphasizes its comprehensive experience in the telecommunications business. Whether the customer needs help with an existing network or has not yet built it, "[e]ither way, Ericsson's experience with hundreds of networks all over the world gets used. . . . We've seen what works and what doesn't" (16). Ericsson is so confident in its ability to serve the customer, it will offer to link its fee with the performance of the customer's network. "In other words, when you [the customer] do well, we [Ericsson] do too" (16).

Ericsson's *ethos* is as strong in the summary section as it is throughout the booklet. Ericsson creates the impression that helping the customer is its chief motivation. Ericsson points out that unlike "some other telecommunications suppliers," the company does not operate its own for-profit networks (18). This act of distancing itself from the competition is similar to Isocrates' tactics in "Against the Sophists." These two sentences summarize the *ethos* that Ericsson has cultivated throughout the booklet: "For we know that while your network is all about cables, fibres, switches and software, your business isn't. It's about people" (18). Ericsson leaves the impression that joining forces with Ericsson marks the "start of a beautiful relationship," (18) not a mere business alliance.

Verbal *pathos*: In the opening section, Ericsson subtly warns the reader that operations costs increase as the network ages; these costs could increase even more if the network is not run with the level of skill that Ericsson possesses. Without enlisting Ericsson's help, the readers' companies might "commit valuable resources" unnecessarily, "waste time" trying to find qualified staff, and do "tedious" work when they could be growing their businesses (3). The quote at the bottom of the page also uses *pathos* effectively: "'The first thing any operator should consider is — where will I get the people I need to make this work?'" (3). The answer to this rhetorical question, of course, is Ericsson.

In section four, network implementation and integration, Ericsson reminds the customer that a plan is useless if it the customer cannot implement it; a plan is no secure thing. And if the customer lacks a working network, the customer cannot make money. Moreover, just "one piece of documentation out of place" is all it takes to cause problems (8). Ericsson says the network operators' dilemma—creating a network as quickly as possible while building, installing, and testing it for quality—has only one solution: hiring an experienced contractor with qualified personnel. This causes the customer to have fear, uncertainty and doubt (King 49) about its qualifications to do the work. The customer quoted in the spread faced the same dilemma, but later realized that "this type of problem is Ericsson's bread and butter" (Ericsson 9).

Ericsson uses *pathos* in the network support section to focus on specific customer needs. The text begins with the statement that modern telecom networks function so well, "sometimes you may wonder why you need field engineers at all" (12). This appeals to the customer's appreciation for security. The following sentence, however, places some thoughts of fear, uncertainty, and doubt in the customer's mind: "Then you realise how hard it can be to keep up with increasingly complex technology" (12). High-tech companies fear being left behind the "cutting edge" of technology. The question Ericsson wants the customer to ask is, "What if I can't get the new features on my network?" This new need for top-notch network support replaces the old need for lots of field maintenance personnel; in the end, however, the customer still needs Ericsson's help.

Without the latest features, the operator might lose revenue and customers to competitors. Fortunately for the customer, Ericsson can provide help “all day, every day, anywhere at all” in a “total hardware and software maintenance and support” package.

Much of the *pathos* in the network performance improvement section relates closely to the *logos* emphasis on good business practices. These two sentences show the typical use of *pathos*: “But establishing the optimum increase can be very hard indeed. And the consequences of getting it wrong, both financial and in customer dissatisfaction, are huge” (15). The customer needs help, because the “optimum increase” is elusive. Lost revenues and customers, result from the “wrong” increase. Whether too small or too large, the wrong increase is costly. However, Ericsson also assuages these fears by stating, “Ericsson will help you find that optimum increase” (15). The proof of Ericsson’s ability to do this lies in its experience, which Ericsson shows through *ethos*.

Ericsson’s *pathos* in the summary section reminds customers that when they buy services, they sometimes do not get what they want. An air of uncertainty surrounds professional services, because they are not tangible. Ericsson identifies this fear and then removes it: “When you buy network equipment from Ericsson, you know what you want and what you’ll get. Finally, buying consultancy and other operational services is no different” (18). Ericsson repeats that it gives the customer what the customer wants, fulfilling the customer’s needs.

Summary: Throughout the brochure, Ericsson emphasizes its credibility, saying it is a competent service provider with extensive knowledge, and it is motivated by a desire to help the customer. The logical appeals relate to Ericsson’s ability to save the customer time and money, while the emotional appeals focus on the potentially harmful results of hiring someone other than Ericsson to do the work. Customer quotes provide inartistic proof of Ericsson's message. Visually, the brochure emphasizes people and relationships.

IBM "Start Now" e-business Package

Rhetorical situation: This is a direct marketing package sent by IBM to businesses, offering IBM's electronic commerce services. Because direct marketing is so pervasive, businesses must use unique approaches to catch readers' attention. The audience is likely reluctant to endure yet another sales pitch. This brochure and the inner envelope holding it stand out because the are square instead of a typical rectangular shape. The messages on the panels of the five-panel "inner envelope" pique the reader's interest and set the tone for the brochure inside. The desire for reader response is evident: seven times in the form letter, brochure and the card, IBM encourages readers to call its toll-free e-business hotline. Images from this package appear in appendix B.

Supra-textual elements—

Spatial: Each package is mailed in a square, black mailing envelope. The form letter was mailed outside the inner envelope so the reader will be sure to see it. This letter measures 8.4 inches by 10.8 inches; a full 8.5 by 11-inch piece of paper would not have fit in the mailing envelope. The black, five-panel inner envelope is made of heavy, varnished paper. The sides are 8.5 inches long. It is not sealed, so the reader can easily flip open the panels. The brochure inside the envelope is also square, 7.75 inches on a side, bound by staples on the left side. The envelope also contains a separate response card with a phone number potential customers should call. Both the card and the brochure fall out of the inner envelope, forcing the reader to look at them both.

Figure 6: IBM Brochure and Unfolded Five-panel "Inner Envelope"

Graphical: The package uses only three colors of ink: bright red, black, and blue. The blue IBM logo appears on the form letter and the response card. The red IBM e-business logo appears on every page of the brochure, on the response card, and on the inner envelope. In several places, IBM uses a rectangular gradient fading from blue on the left side to black on the right: at the top of the response card, at the top of each "e-business profile," and in the "an e-business solution" logo on each profile. See Figure 7 for examples of the logo and the blue-black gradient. The panels of the inner envelope are black, with white text and red text in 30-point sans serif type. After three pages of text in the "e facts" section, the brochure contains three two-page spreads describing e-business profiles in the "e successes" section. In each spread, one page features text set in a bordered table format, while a black and white photograph fills the other page.

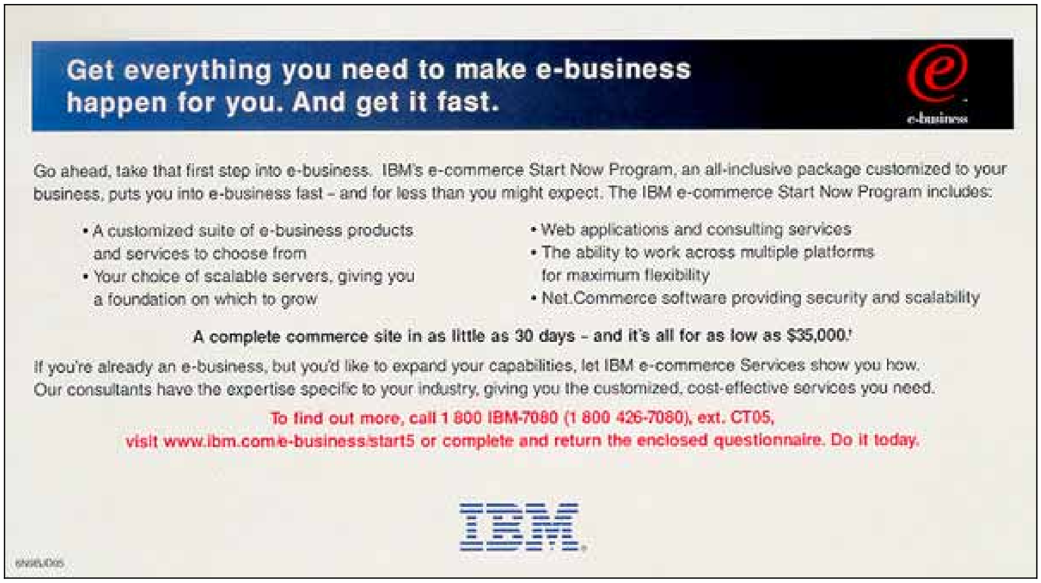


Figure 7: Card from IBM "Start Now" Package

Textual: IBM uses one serif typeface and one sans serif typeface throughout the package. The text in the "e facts" section of the brochure is set in black serif type, with headings in the sans serif typeface. In the e-business profiles, the headings and the text are set in black sans serif type, with the exception of the black serif "call this number for more information" text at the end of each profile. The card is set entirely in sans serif type, while the major sections of the brochure are identified with serif type. IBM uses red as a "spot color" for section headings in the "e facts" section, and in the "Are you ready for e-business?" section at the bottom of each e-business profile. This spot color grabs the reader's attention, while the section headings help the reader to follow the text and to quickly grasp main ideas in the text.

Visual arrangement: Most of the elements are centered and arranged symmetrically. All text on the panels of the inner envelope is centered vertically and horizontally. The text in the "e facts" section and the profiles in the "e successes" section are similarly centered. Half of the textual elements on the response card are left-justified, and half are centered. The section headings in "e facts" are flush left, while the paragraphs are set 0.25 inches from the left margin.

Visual emphasis: On the inner envelope, the statistics IBM provides and the corresponding questions asked of the reader are set in such large type that they gain prominence. The section headings of the brochure and the inner envelope set in 80-point serif type, and they emphasize the concepts IBM presents: "e rumor" and "e truth," "e facts," and "e successes." The photographs also emphasize the human and tangible aspects of e-commerce: the mother and her sick daughter (Figure 8) benefit from the medical website; the plant (Figure 9) is an example of the Hawaiian Greenhouse's products; the pith-helmeted man next to the three-story reconstructed dinosaur leg bones (Figure 10) embodies the adventure and discovery associated with the National Geographic website.

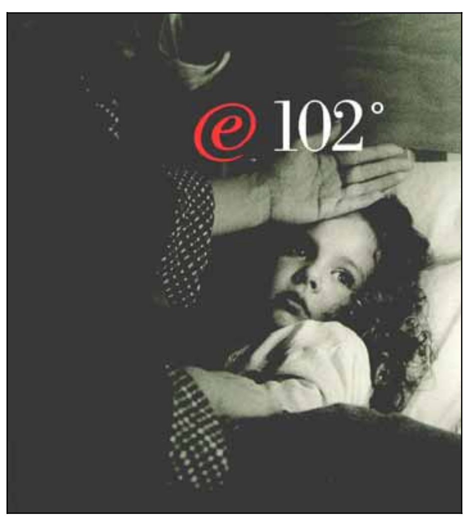


Figure 8: Mother and Daughter, IBM Brochure

Figure 9: Tropical Plant, IBM Brochure

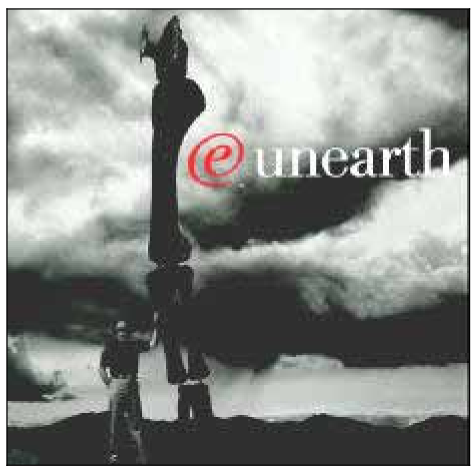


Figure 10: Man and Dinosaur Bones, IBM Brochure

Visual clarity and conciseness: By using only three colors of ink, IBM gives the package a concise appearance. The inner envelope gives the package a “self-contained” feel that contributes to conciseness. Nothing about the design feels extraneous. The package achieves good clarity; it is easy to read and understand (Kostelnick and Roberts 17-19). The red and white text and the red e-business logo contrast well against the black panels of the inner envelope. The black and white photographs in the brochure are subdued and effective. The blue-to-black gradients provide visual interest without distracting the reader. The brochure text and the card text are set in 10-point type, with additional leading for adequate contrast to aid reading.

Visual tone: With all the varnished paper and the slick, professional appearance, the tone of the document suggests that IBM is serious about electronic commerce and is not offering e-business just to follow a fad. The package's unique square physical presence makes IBM seem like a unique company among many competitors.

Visual *ethos*: Its international brand recognition aside, IBM appears very credible in this package. The design of the package is systematic, consistent, and effective.

Verbal style: IBM uses a conversational style with varied sentence length and only two sentence fragments. IBM refers to the customer in the second person and uses contractions, supporting the conversational style (Gibson 57). IBM refers to itself in the third person most of the time, but does use the first person "we" in the first few paragraphs of the "e facts" section. IBM only uses high-tech acronyms in the "e successes" section, to show specific applications of technology; the rest of the language is non-technical.

Verbal *pathos*: The inner envelope uses *pathos* to frame the entire package. The front panel, shown in Figure 11, lists this "e rumor: The full impact of e-business is just a few years away."

Figure 11: First Panel, IBM "Inner Envelope"

The panel underneath, shown in Figure 12, introduces the statistic in the third panel, shown in Figure 13.

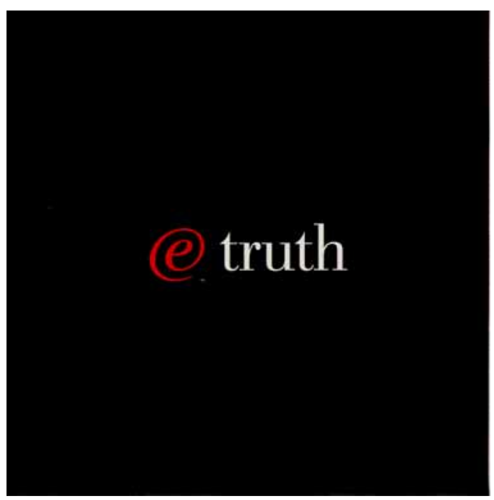


Figure 12: Second Panel, IBM "Inner Envelope"

Figure 13: Third Panel, IBM "Inner Envelope"

The *pathos* statement, "Will your company be a part of it?" generates fear of missing an opportunity. The next statistic on the fifth panel states that e-business will reduce some expenses by 50 to 90 percent. The *pathos* statement, "What could your company do with that extra capital?" creates a fear of missing an opportunity as well as the fear of spending too much to run one's business. The statistic on the seventh panel says more than half a billion people will be on the Internet by the year 2003. Once again, IBM employs the fear of missing an opportunity to make money: "Wouldn't you like to do business with them?" On the response card, IBM says its Start Now program puts the customer into e-business "fast – and for less than you might expect." By emphasizing its speed and relative affordability, IBM allays readers' fears of missing contact with potential customers and of losing this opportunity due to lack of funds.

Verbal *logos*: IBM's logical arguments reflect the business benefits of using electronic commerce: "e-business can help you create customer loyalty, build stronger business relationships, extend your reach, speed time to market, provide customer service around the clock and work more efficiently within your company and with your partners." The logical arguments also address the emotional arguments: IBM helps the customer seize the new opportunities that are lost to those not pursuing electronic commerce. E-business is not only the newest way to do business; when done properly, IBM says it is a better, faster, and cheaper way to do business. On the inner envelope and in the "e facts" brochure, IBM uses statistics as indirect proof of the Internet revolution's immediacy and importance. Footnotes attribute most of these statistics to "IDC," but IBM never reveals IDC's identity. The three examples in the "e successes" section are tangible examples of the "real business results" IBM can deliver. IBM provides the URL for each site so potential customers can see the results for themselves. The headings in each profile highlight the challenges, solutions, and results that IBM delivers. On the card, IBM lists the base price of the Start Now program as $35,000.

Verbal *ethos*: In the "e facts" brochure, IBM says it has "a wealth of expertise in e-business and across a broad spectrum of industries, to help you achieve your full potential." IBM provides examples of the expertise of its personnel and the reliability of its products in the three e-business profiles. However, IBM stretches its credibility thin on the response card and in the last profile, boasting that its consultants "have the experience specific to your industry." Industries are so numerous and so varied that this claim is hard to believe.

Summary: This package IBM has put together is unique and memorable. It is has a professional look, which it achieves in a simple, clear, and concise fashion. The statistics on the inner envelope and in the main text provide external evidence of e-business' importance and its value. With the emotional arguments as an overall frame, the logical arguments take precedence. However, IBM's credibility is strong throughout, in the symmetrical design, the careful use of spot color, and in the tangible successes that customers can view for themselves.

Logix Communications Brochure

Rhetorical situation: Logix provides voice and data communications services to businesses. Logix uses a bi-fold brochure to promote its Direct T^{SM} voice services. The primary audience for this brochure includes managers with responsibility for buying and overseeing a company's telecommunications services: technical personnel such as chief information officers and IT directors, and financial personnel such as chief operations officers and comptrollers. Logix does not supply any contact information beyond its website's URL; the apparent goal for this piece is to promote Logix's name among potential clients unfamiliar with the company. Appendix C provides images from this brochure.

Supra-textual elements—

Spatial: The brochure is a bi-fold on thin, varnished stock, with 8.5-by-11-inch leaves in portrait orientation.

Graphical: This is a glossy, four-color piece. The front cover features a large, color photograph/illustration in the bottom two-thirds of the page. Direct T^{SM} Voice Services, the brochure title, is set in black, all-capital sans serif type, with a blurry, white shadow outline. The Logix logo appears near the bottom of both the front and the back cover. The cover is black, while the interior is white. Celebrity actor Leonard Nimoy, famous for his role in the Star Trek science-fiction series, appears in the cover illustration and in a small portrait on the verso.

Figure 14: Cover Illustration, Logix Brochure

Textual: All text is set in sans serif type. Logix uses three different typefaces for title text, headings, and the body text, respectively, plus two more in its logo. But the main text, with body text and headings, uses only two typefaces, so the presence of so many typefaces does not create a distraction. The section headings in the text are set in blue, 18-point small caps type; the spot color creates contrast and visual interest within the text. Logix also uses blue bullets for visual interest in the bulleted lists. The main text is left-justified, in black, 11-point type with a bit of extra leading; subsections in the text are set in bold type.

Visual arrangement: Logix's arrangement makes the text easy to read and to follow. The text flows down from the top left corner of both text pages. A small, portrait-style picture sits each top right corner, and another sits along the bottom edge of each page. The text flows around the pictures without crowding them or disturbing the balance within the white space.

Visual emphasis: This brochure has two main types of emphasis. First, the inside of the brochure emphasizes the text. The lines of text stretch across most each page, and the blue section headings highlight the structure of the text. Meanwhile, the pictures are relatively small, around 2.5 inches on a side. Secondly, the pictures on the cover and in the text emphasize the theme of voice and data communications. The cover illustration is ultramodern, as seen in Figure 14. Other pictures—a data line plugged into a wall jack (Figure 15), a man speaking into a telephone (Figure 16), and a stylized globe swirling with particles and computer code (Figure 17)—visually reinforce the theme of telecommunications.

Figure 15: Data Cable, Logix Brochure

Figure 16: Man Using Telephone, Logix Brochure

Figure 17: Stylized Globe Image, Logix Brochure

Visual clarity and conciseness: The text is clear and easy to read. The white space between and around paragraphs aids readability. The design is concise and fills the space well. As mentioned before, all text is set in sans serif type, and the brochure uses five typefaces. While sans serif fonts are more prone to clash with each other than fonts from different classes (Parker and Berry 56) and thus might compromise clarity and conciseness, the sans serif fonts Logix uses complement each other well.

Visual tone: The sans serif fonts contribute to the slick, modern look of the brochure. The brochure's cover illustration establishes a futuristic, high-tech tone; see Figure 14. The interior of the document sparsely adorned, creating a straightforward tone; see the brochure's verso in Figure 18. The brochure gets the reader's attention while avoiding extravagance.

Figure 18: Verso, Logix Brochure

Visual *ethos*: The two pictures of Leonard Nimoy create a visual, if not verbal, endorsement effect. Logix uses Nimoy, the science-fiction icon, to add a futuristic element to the brochure, supplementing its claim to be "at the forefront of change. Not merely responding to, but driving it." Like telecommunications technology, the brochure is modern, interesting, and futuristic. At the same time, it possesses a simplicity that people want when they use telecommunications equipment in their businesses.

Verbal style: Logix varies the length of sentences throughout in an informal style, addressing the reader in second person, using contractions, and sometimes using sentence fragments (Gibson 57). Logix refers to itself in the third person, which is somewhat formal, while it twice refers to "our" customers. The brochure features two main technical terms, "line" and "trunk," and explains them in simple terms. Other terms such as PBX, SS7, and "switch" show the brochure is directed toward an audience that understands the basics of telecommunications.

Verbal *ethos*: Logix summarizes its approach to business in this pithy, "highly sophisticated philosophy: the simpler, the better." Logix says simple communications solutions save money, reduce frustrations, and serve a business's needs better than traditional methods. However, Logix does not name or describe the types of customers it serves, nor does it provide any quotes from customers. So, Logix's case for its credibility is not as strong as it would be with some supporting evidence.

Verbal *logos*: Befitting a company with such a name, Logix emphasizes the logical benefits of its services. In the past, businesses had to use different providers for local and long distance services, and "That's not logical." Using dedicated lines for multiple services is not logical either, says Logix. Therefore, "Logix Communications recognizes that the time has come for simplicity and integration in communication services." Logix's advantages include lower costs, simple billing (only one invoice for all services), and one point of contact. Logix provides "smart solutions" with "customized" services for business customers.

Verbal *pathos*: Logix acknowledges the frustration and confusion businesses feel about jumbles of voice, fax, and data lines, and promotes the simplicity of its services to allay those negative feelings. Logix says, "You won't spend time calling a list of numbers trying to reach someone to answer your questions or troubleshoot. You'll have one number to call."

Summary: Logix's brochure is memorable, and it presents its message of simplifying telecommunications well. The company's using a celebrity to market itself to other businesses is unusual, but that might help the brochure stand out from others. However, Logix does not provide examples of companies that use its services, nor does it quote satisfied customers. In the end, Logix's credibility seems undersupported.

CHAPTER 4:

RESULTS AND DISCUSSION

Berry and Parasuraman write that customers' service expectations "are really quite basic:"

> While our research revealed many disappointed service customers, extravagant expectations were seldom the source of their disappointment. Instead, the source frequently was customer distrust and intolerance spawned by inflated service claims, broken promises, and insufficient caring. (64)

In other words, service providers and their marketers should concentrate on developing and promoting a strong *ethos* of customer service. This recommendation follows the examples of Isocrates, Protagoras, and Antiphon, who used ethical claims to attract new students.

While Guthrie writes that "All of the Sophists indulged in disparagement of their competitors" (271), none of the brochures examined contained direct comments about any competitors. Perhaps the threat of being sued for libel or defamation dissuades companies from publishing such statements, or perhaps the client selection process encourages firms to focus on their own experience and competence without commenting about their rivals.

Modern Rhetorical Principles for High-Tech Services Marketing

Invention: Today, as in ancient times, communicators must analyze each rhetorical situation, the audience and purpose for each document. Technical communicators must decide how the two types of proof Aristotle discusses in his *Rhetoric*, inartistic proof and artistic proof, are likely to persuade their audiences. Statistics and quotes from experts and customers are forms of inartistic proof. Logical, emotional, and ethical (in the sense of *ethos* or credibility) arguments are the stuff of artistic proof. Planning at the document level and for an entire marketing campaign is part of invention, as is the task of ensuring that each document obeys legal and ethical principles.

Arrangement: This rhetorical principle has not changed much since ancient times. Dragga and Gong offer six general patterns that writers can follow. Most importantly, a document's arrangement should support the flow of its ideas, and should help the reader's physical process of reading as well as the process of understanding the material.

Style: While the elements of style are numerous and varied, writers should use a style that speaks directly to the reader. Gibson uses the term "talker style" to describe a style that draws the reader close to the text (Gibson 7). Writers who address the reader as "you," use subject-verb sentence constructions, and use verbs in the active voice (Gibson 57) will reduce the figurative "distance" between their readers and their texts.

Memory: While writers do not have to memorize their texts and recite them from memory in public, as the ancient rhetors did, they still rely on memory. Reynolds' view of memory as a "database" will be helpful to modern writers. Writers can search their memory "database" for ideas to help them create new documents. Horner divides memory into two parts, the individual memory of each writer and the "cultural memory" stored in libraries, databases, and other repositories (339). By reading actively and often, and by developing and using research skills, modern writers will benefit from the canon of memory.

Delivery: Writers have so many media available to deliver messages to intended audiences, and personal computers give writers a variety of tools. Just as ancient rhetors would adjust their speeches to best persuade a particular audience, modern communicators must deliver messages in the most appropriate and effective ways. Moreover, writers should meet or exceed the audience's expectations (identified through invention) for delivery of a text. As Connors and Kostelnick and Roberts have shown, the mode of delivery conveys the credibility of the source as well as that of the material.

The following list presents verbal and visual rhetorical techniques that high-tech service marketers can use to create effective marketing messages, based on the analyses in chapter 3.

Supra-textual elements—

Spatial: Consider how readers will use and store your materials. Folders measuring 9 by 12 inches easily hold printed materials on standard 8.5-by-11-inch paper, and can also hold CDs and business cards securely. Smaller brochures might get filed away in folders and forgotten. Varnished paper stock is common among marketing materials and promotes a professional image. Ericsson successfully used middleweight unvarnished paper to convey a subdued mood in its telecom services brochure.

Graphical: Service marketers should consider carefully how they will use color in their printed materials. As IBM has shown, three colors are sufficient to create memorable, appealing materials that reinforce the company's image. Using fewer inks also helps reduce the cost of printed materials. Marketers should also consider how they will use company logos, which help establish the company identity for readers. For example, IBM's red "e-business" logo unifies the inner envelope, brochure, and card simply, elegantly, and effectively.

Textual: The most important concept for supra-level textual elements is to include enough of them to help readers understand the text, but not so many or so few that readability suffers. For example, Logix and IBM use spot color effectively in their headings and subheadings, increasing their documents' readability.

Visual arrangement: While arrangement strategies varied within the sample group, consistency and visual balance appear to be key. Ericsson effectively uses the same elements in different ways throughout its brochure. IBM uses a more structured approach, but maintained effectiveness. Ericsson and IBM each used two-page spreads with a picture and text to develop specific themes or depict certain examples. The principles of unity, balance, and proportion (Lay 73-81) help create materials that are attractive, informative, and easy to read.

Visual emphasis: Emphasis strategies varied throughout the sample group. The technique of using large photographic images, employed by Ericsson, IBM, and Logix (on its brochure cover), allows a company to promote a theme. Ericsson's theme is people and relationships, while Logix's is futuristic technology. IBM uses its photographs to emphasize the tangible aspects of its e-business services. Ericsson uses larger type and extra leading to emphasize the customer quotes, which in turn emphasizes Ericsson's *ethos*.

Visual clarity: With so many design tools and techniques available, sometimes marketers overlook the fundamental element of clarity. But overall, However, IBM, Ericsson, and Logix created clear designs. All three companies provide sufficient white space around the text and use headings to help the reader understand their documents. IBM, Ericsson, and Logix also effectively integrate illustrations into their designs, although the meaning of some photographs in the Ericsson brochure is unclear.

Visual conciseness: Conciseness is another core value that is likely to be lost in this era of high-tech graphic design. But as IBM, has shown, marketers can create an attractive, easy-to-read package with only three colors of ink. Duotone processes allow marketers to use photographs without the expense of four-color printing. Folders that keep several items together in one place also support conciseness. Neither IBM, Ericsson, nor Logix created a package that feels like it continues past a point where it should have stopped; all three packages are suitably concise.

Visual tone: Generally, the brochures examined showed a visual tone that supported their visual *ethos*. Logix uses a simple design to promote its services, which it says will simplify their clients' businesses. At the same time, Logix uses high-tech graphic treatments to create a modern, "cutting edge" tone for the cover of its brochure.

Visual *ethos*: It is difficult for a company to package its *ethos* in a brochure. Ericsson uses large photographs of people with subdued colors and matte-finished paper to show its focus on relationships with customers. IBM and Logix use glossy paper to emphasize their professionalism. By following a theme with their illustrations, Ericsson, IBM, and Logix leave a clear idea of what they value and who they are.

Verbal style: The verbal style in the sample brochures was generally informal, referring to the reader in the second person, using contractions, and sometimes using sentence fragments and bulleted lists. Overall, firms tended to speak of themselves in the third person, occasionally using first person pronouns. Writers should use a style that draws in readers and maintains their interest, instead of using a distant, formal style.

Verbal *ethos*: Berry and Parasuraman write about the power of customer quotes in marketing messages; Ericsson uses them well to enhance its *ethos*. Day and Barksdale emphasize that clients look for experience and competence in their vendor firms. Ericsson touts its extensive company history and its wide range of experience, but emphasizes the importance of its vendor-client relationships throughout the brochure. IBM provides case studies that let readers see its expertise in action. The practice of "dropping names" of important clients, suppliers, endorsements, and management personnel carries over from the realm of verbal communication to that of written communications. As Berry and Parasuraman have shown, word-of-mouth comments, whether received personally or seen in print, are especially effective tools for services marketing.

Verbal *logos*: Whether through increasing a client's efficiency, saving a client time, or helping a client use a new technology, high-tech service marketers create messages that make "good business sense." While Ericsson and IBM occasionally bragged of having the most experience or the right expertise in a certain area, the dominant logical focus pertains to running a business the best way, which includes fiscal soundness. Examples, in the form of customer quotes, case studies, or samples of work, also lend credence to a company's case and make a service seem more tangible. IBM effectively uses statistics as inartistic proof of the benefits of e-commerce; Ericsson also uses a few statistics to bolster its case. In this information age, it is somewhat surprising that so few companies in the sample used statistics to help sell their services.

Verbal *pathos*: To affect emotions, many companies employ King's technique of "fear, uncertainty, and doubt" in their messages. IBM especially uses the fears of being left behind and missing opportunities, while Ericsson uses the fear of choosing the wrong vendor to perform a service. Logix promotes the simplicity of its service as an antidote for multiple, confusing services.

Summary

High-tech service marketers have simple goals: to inform their audiences, and to persuade the audiences to choose their firms. The canons of rhetoric that helped Sophists and rhetors plead their cases centuries ago can help writers in the modern era create effective messages. As Protagoras, Isocrates, and Antiphon have shown and as modern researchers have attested, the most important rhetorical element for selling a service is *ethos*.

APPENDIX A

ERICSSON SERVICE SOLUTIONS BROCHURE (EXCERPTS)

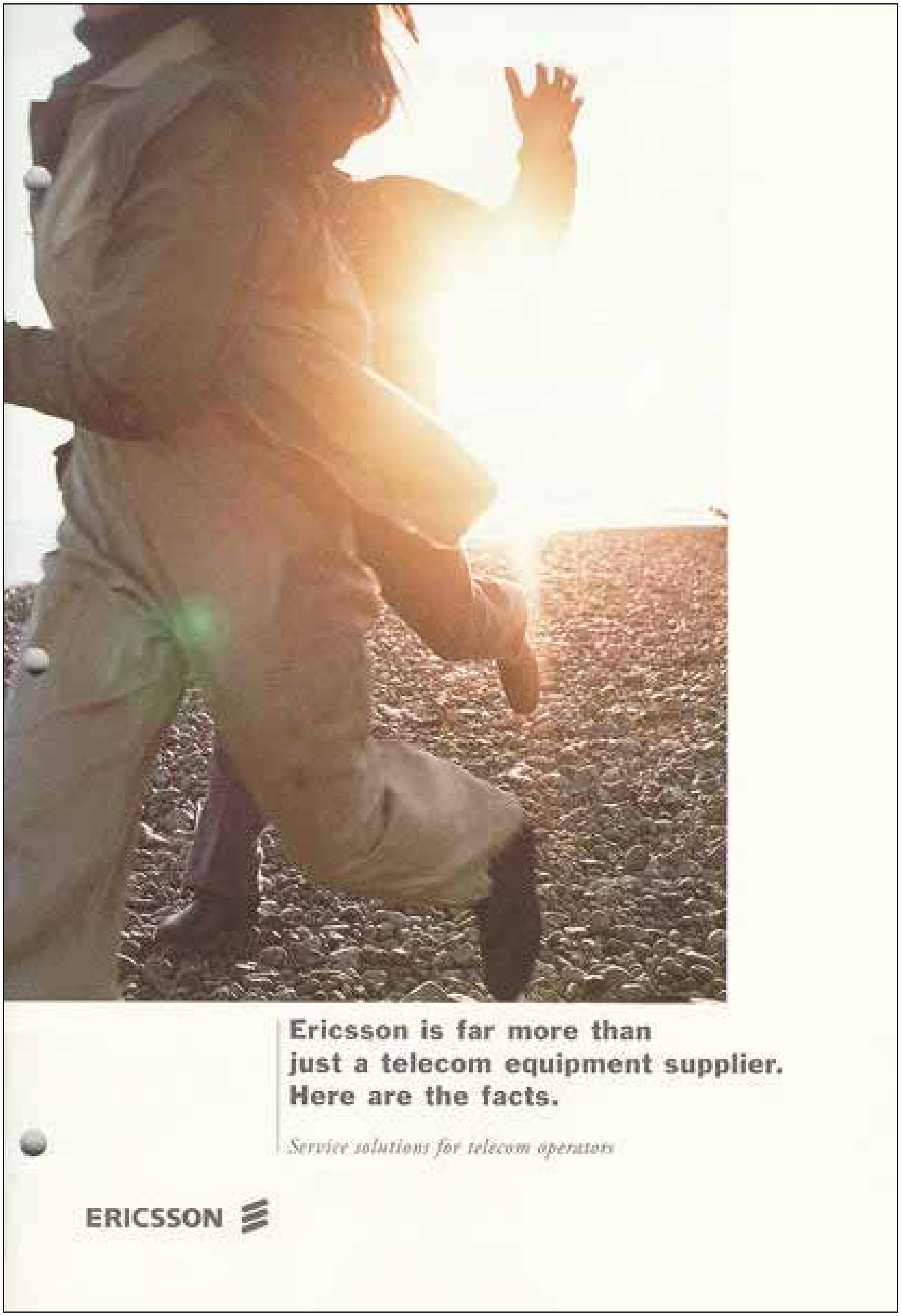
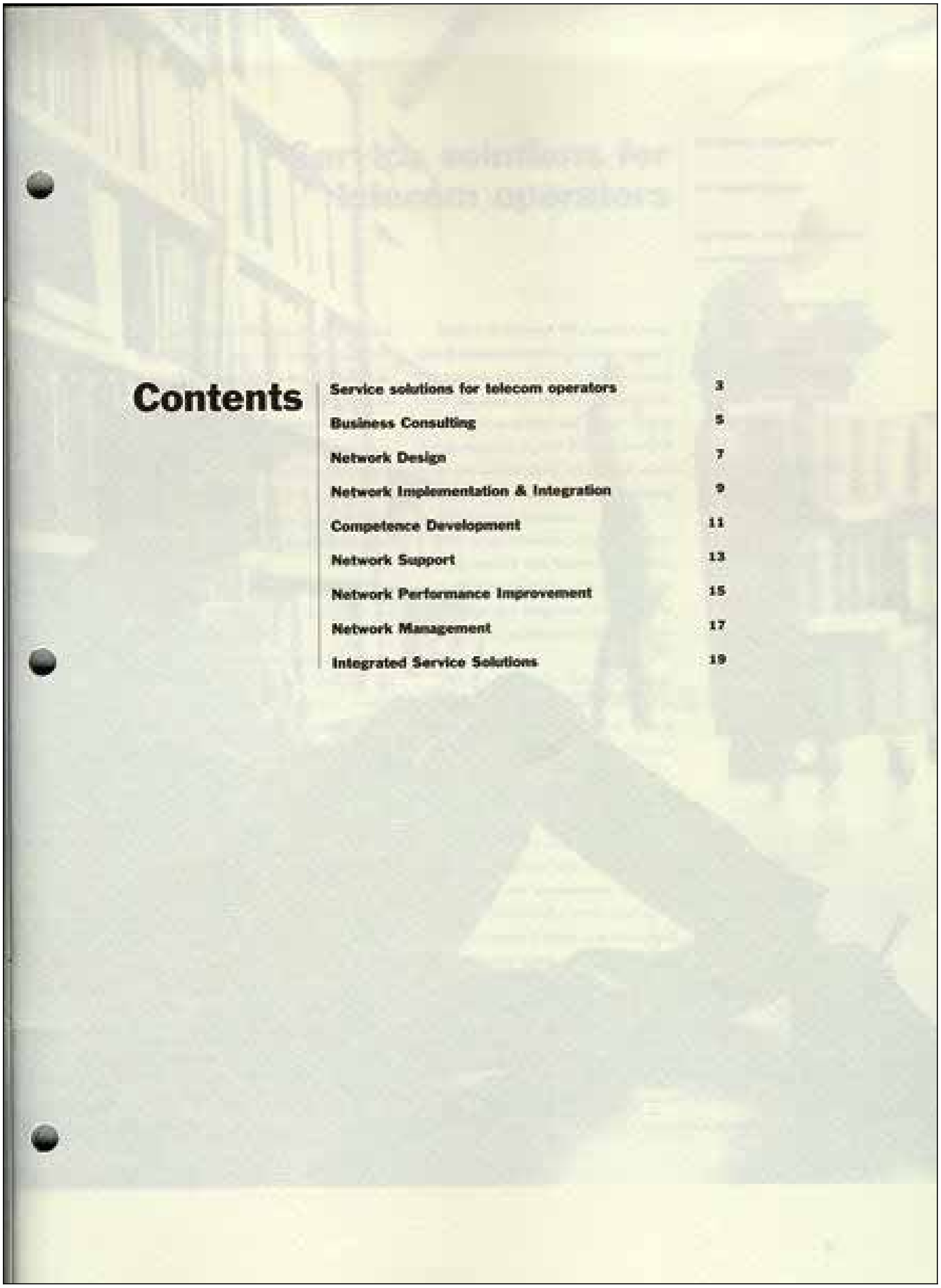
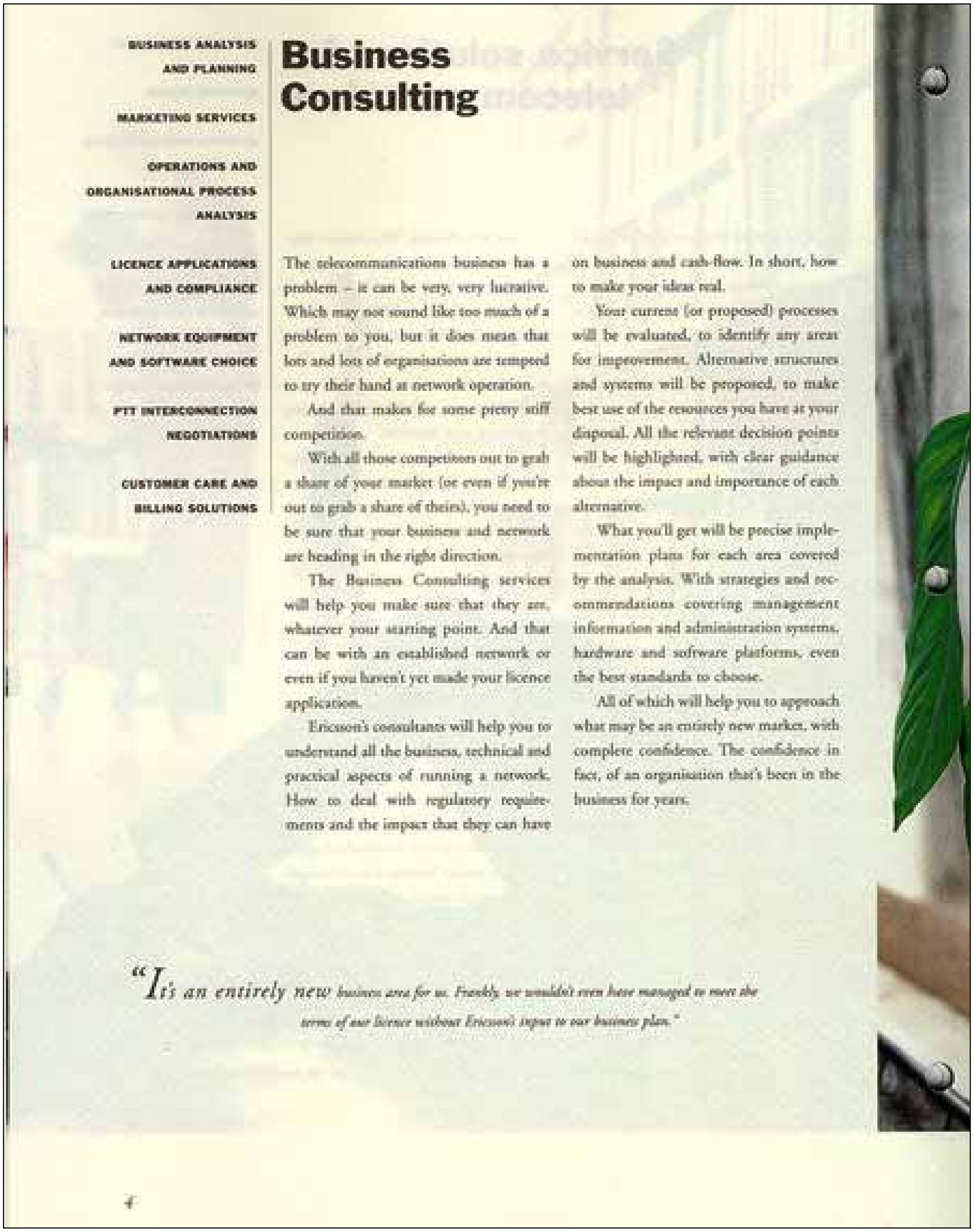


Figure 19: Front Cover, Ericsson Brochure



Contents

Figure 20: Contents Page, Ericsson Brochure



BUSINESS ANALYSIS AND PLANNING

MARKETING SERVICES

OPERATIONS AND ORGANISATIONAL PROCESS ANALYSIS

LICENCE APPLICATIONS AND COMPLIANCE

NETWORK EQUIPMENT AND SOFTWARE CHOICE

PTT INTERCONNECTION NEGOTIATIONS

CUSTOMER CARE AND BILLING SOLUTIONS

Business Consulting

The telecommunications business has a problem – it can be very, very lucrative. Which may not sound like too much of a problem to you, but it does mean that lots and lots of organisations are tempted to try their hand at network operation.

And that makes for some pretty stiff competition.

With all those competitors out to grab a share of your market (or even if you're out to grab a share of theirs), you need to be sure that your business and network are heading in the right direction.

The Business Consulting services will help you make sure that they are, whatever your starting point. And that can be with an established network or even if you haven't yet made your licence application.

Ericsson's consultants will help you to understand all the business, technical and practical aspects of running a network. How to deal with regulatory requirements and the impact that they can have on business and cash-flow. In short, how to make your ideas real.

Your current (or proposed) processes will be evaluated, to identify any areas for improvement. Alternative structures and systems will be proposed, to make best use of the resources you have at your disposal. All the relevant decision points will be highlighted, with clear guidance about the impact and importance of each alternative.

What you'll get will be precise implementation plans for each area covered by the analysis. With strategies and recommendations covering management information and administration systems, hardware and software platforms, even the best standards to choose.

All of which will help you to approach what may be an entirely new market, with complete confidence. The confidence in fact, of an organisation that's been in the business for years.

"It's an entirely new business area for us. Frankly, we wouldn't even have managed to meet the terms of our licence without Ericsson's input to our business plan."

4

Figure 21: Page 4, Ericsson Brochure

Figure 22: Page 5, Ericsson Brochure

Figure 23: Page 6, Ericsson Brochure

Network Design

NETWORK COST ANALYSIS

SERVICE REVENUE ANALYSIS

NETWORK SPECIFICATION AND DIMENSIONING

NETWORK MIGRATION PLANNING

DETAILED IMPLEMENTATION PLANS FOR SWITCHING, TRANSPORT AND ACCESS SYSTEMS

It probably won't come as much of a surprise to you that, as the number one network supplier, Ericsson is also the number one supplier of network knowledge.

And because Ericsson's customers include wired and wireless operators, as well as private enterprises, that knowledge extends to practically every kind of network and any kind of traffic.

Whether you're planning a modest extension to your existing network, or intending to build a whole new one from scratch, the Network Design Solution lets you capitalise on the experience Ericsson has gained dealing with such a diverse customer base.

With your business plan as the starting point, we will help you define strategies to achieve the network you need. These include complete cost and revenue analyses as a base for your decision making.

We will take into account your requirements for services, geographical coverage, traffic volumes and interconnections to other networks. Then the regulatory framework and your desired timescales must be considered.

But this is little more than a wish-list of desired functionality and coverage. And still a long way from the finished network design plan.

Now we get to the nuts and bolts. How to put it all together.

Depending on the type of network you're looking for there will need to be a detailed access network plan. This will be linked into a transport network by switching centres running applications to provide all your subscriber services. All of which must be anticipated, specified and designed.

The result is a plan that states clearly what must be built, where, how and how long it will take, with everything fully costed, right down to the last connector block.

A complete, workable plan with proper contingency for any likely difficulty (and a few unlikely ones as well). But, most important of all, it's a plan that Ericsson will commit to implementing, completely and on time.

"Our business is international traffic only. We use the local PTT's access network and have our own switching and transport network. Sound simple? Dream on. Without Ericsson's detailed knowledge of each telecom operator and their particular set-up, we might never have been able to match all the conflicting requirements."

7

Figure 24: Page 7, Ericsson Brochure

PROJECT PLANNING AND MANAGEMENT

MULTI-VENDOR EQUIPMENT INTEGRATION

DOCUMENTATION AND KNOWLEDGE TRANSFER

TURN-KEY INSTALLATION AND COMMISSIONING

QUALITY ASSURANCE SUPERVISION

INSTALLATION AUDIT

VIRTUAL PRIVATE NETWORK DESIGN AND ESTABLISHMENT

Network Implementation & Integration

The best plan in the world is no good at all if you can't execute it. And when you're in the business of telecom network operation, what you need is a working network. As quickly as possible. Without it, you'll have no revenue coming in.

With Network Implementation & Integration, Ericsson makes your network design plan real. Bringing the reports, maps and recommendations to life.

Inevitably, that means more than just following a set of instructions. However good those instructions are.

Because the way in which your network is constructed and set up has a huge impact on its operation and running costs. Just one piece of documentation out of place can cause a major headache for maintenance engineers.

As the operator, you face a dilemma: how to get your network up and running in the timescale you require, while maintaining the highest possible standards of construction, installation and testing?

The only way to achieve this is to use skilled and proven personnel and project management methods. Which means choosing a supplier or partner that has done it all before.

The job will start, unsurprisingly, at the beginning. If there is no detailed project plan, Ericsson will create one, stating exactly what has to be done and when it has to be done by in order to meet your targets.

Since you can't build a network without places to put everything (unless it's a Virtual Private Network, but that's another story), you'll need suitable sites. Which means grappling with real-estate procurement, local planning consent and civil engineering.

All new equipment is sourced, assembled, installed and commissioned, with applications loaded and tested. Existing equipment is integrated with the new systems, Ericsson's (or other vendor's) obsolete components are dismantled and removed. Then everything is fully documented as part of a knowledge transfer programme that ensures your own staff are conversant with every aspect of your new network.

If required, Ericsson engineers will also audit and certificate your own installation activities.

When the external network interconnections are established, everything is tested again and a full quality assurance audit performed.

From the first shovel to the first call, Ericsson offers a complete solution that will make sure you get the maximum return from your investment, by optimising both performance and delivery time.

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Figure 25: Page 8, Ericsson Brochure

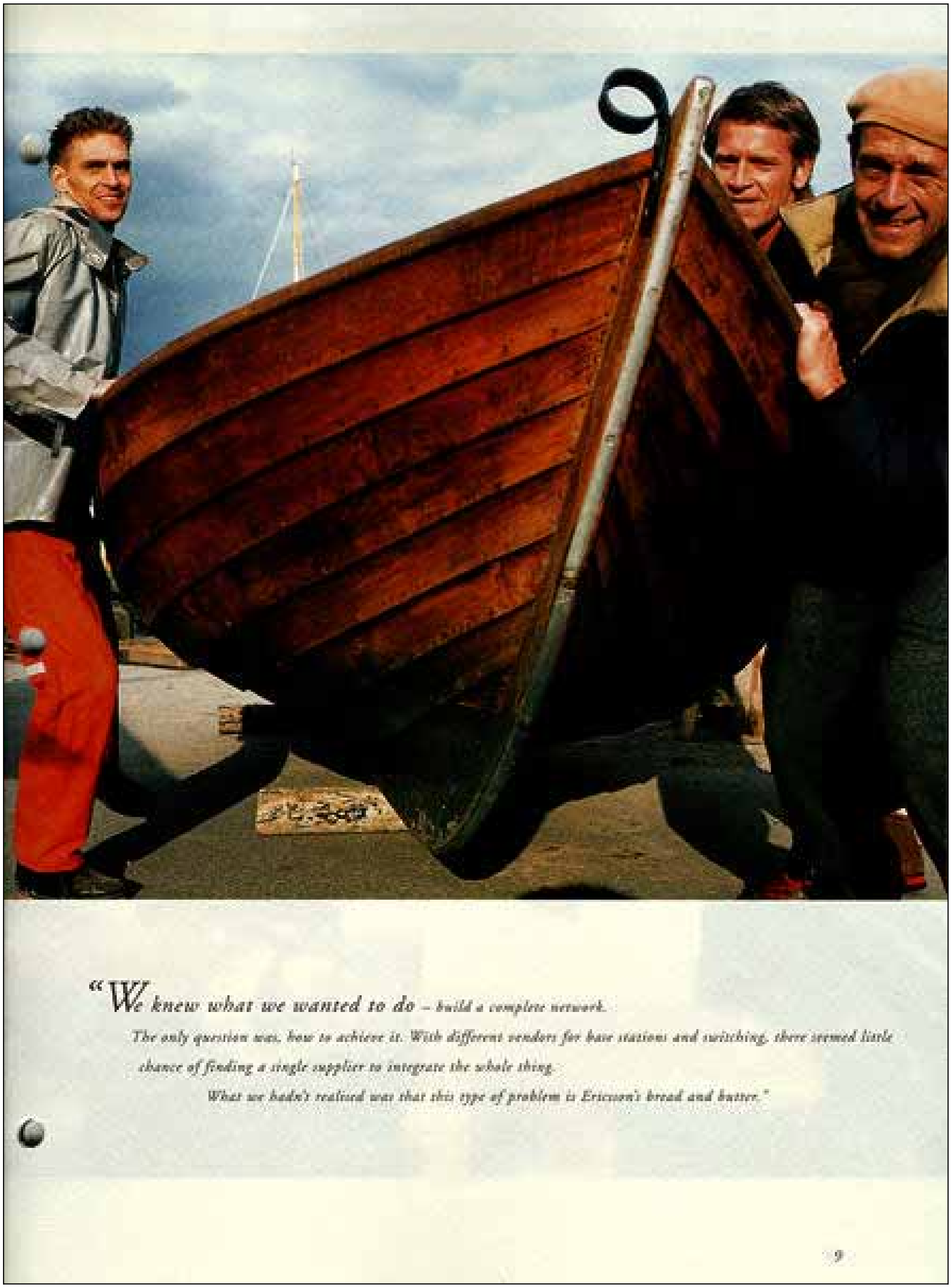

Figure 26: Page 9, Ericsson Brochure

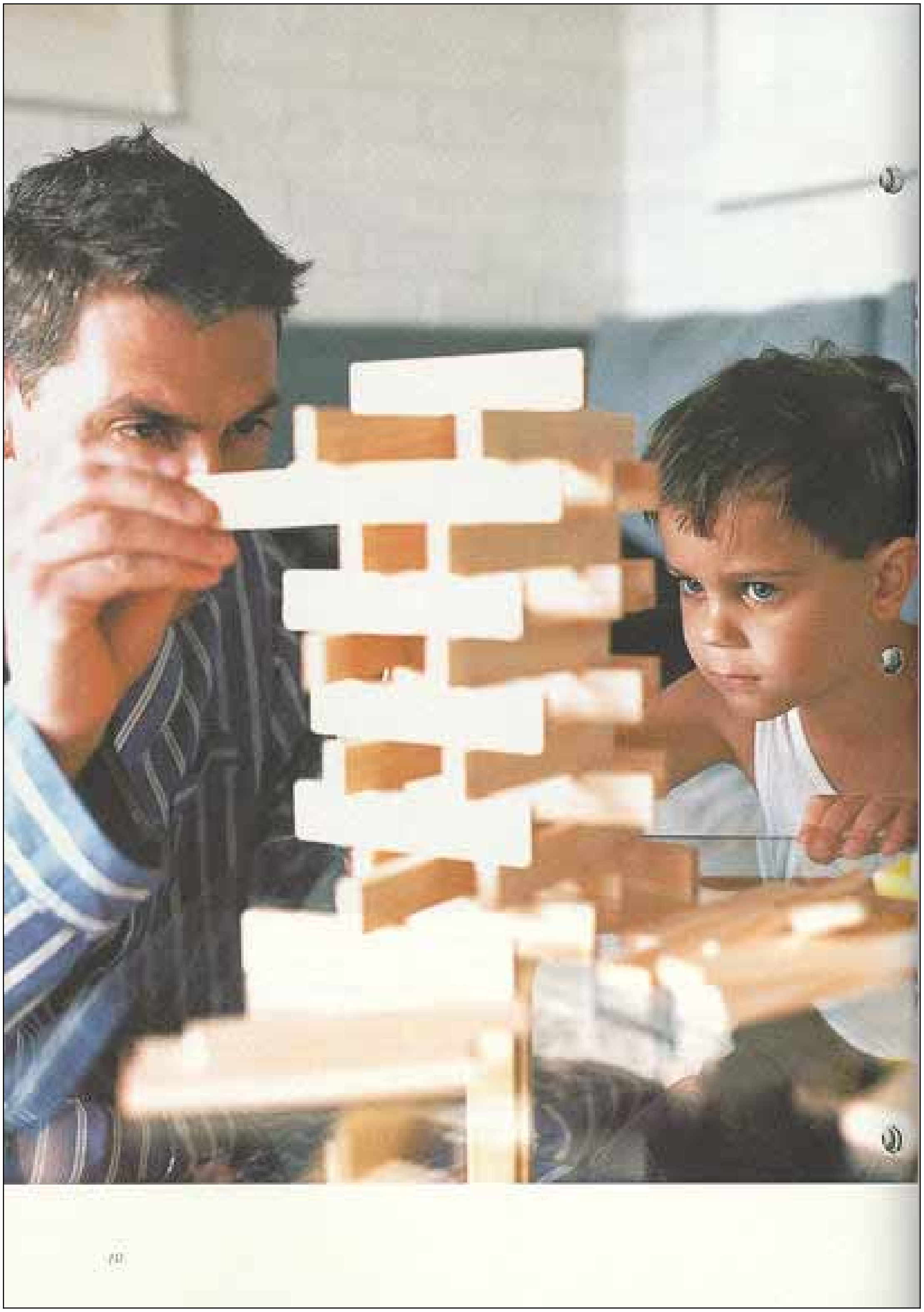

Figure 27: Page 10, Ericsson Brochure

Competence Development

MAINTENANCE AND OPERATION OF SOFTWARE AND HARDWARE

OPERATION OF MANAGEMENT AND SUPPORT SYSTEMS

CUSTOMER CARE AND ENQUIRY HANDLING

BUSINESS AND MARKETING PLANNING

SKILLS AUDITS AND CERTIFICATION

SENIOR MANAGEMENT SEMINARS

In an increasingly competitive world telecom market it can be almost as hard to attract the right staff as to attract the right customers. There is huge demand for the best people out there. We know, we have to compete for them just like you do.

But you could avoid the issue altogether, by developing the skills of your existing staff. And in so doing, not only will you increase the value of these people to your organisation, you'll also be building a long-term competitive advantage.

Ericsson will help you achieve and maintain that competitive advantage.

Your current skills and staff resources are analysed and compared with the needs and strategies identified in your business plan.

Then, taking into account the specific requirements of your network, a training and development plan is designed. This plan sets out a comprehensive programme of training that will build on people's existing knowledge of your business, developing their skills and competence into new areas.

As you'd expect, Ericsson provides programmes for technicians and engineers. After all, who better to provide technical training than the people who built the specific hardware and software platforms you are using. But it doesn't stop there.

Customer care and helpdesk staff, as well as your sales and marketing teams need to understand the network. Not only the internal systems they use every day, but subscriber services and the benefits they can offer.

To help you sustain the right mix of skills, Ericsson will support your organisation with a multi-year training agreement. And if you're looking for greater involvement in the competence management of your staff, we can put together a programme that develops your own, in-house training capability. Equipping teams of your staff with the skills and materials they need to train new recruits and new hands alike.

"Finding staff with telecom experience is one thing, but finding people with relevant telecom experience is something else entirely. Ericsson's programme of development training is helping us to get the most from our existing staff resources. What has surprised us is the breadth of topics covered, everything from system maintenance to customer care."

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Figure 28: Page 11, Ericsson Brochure

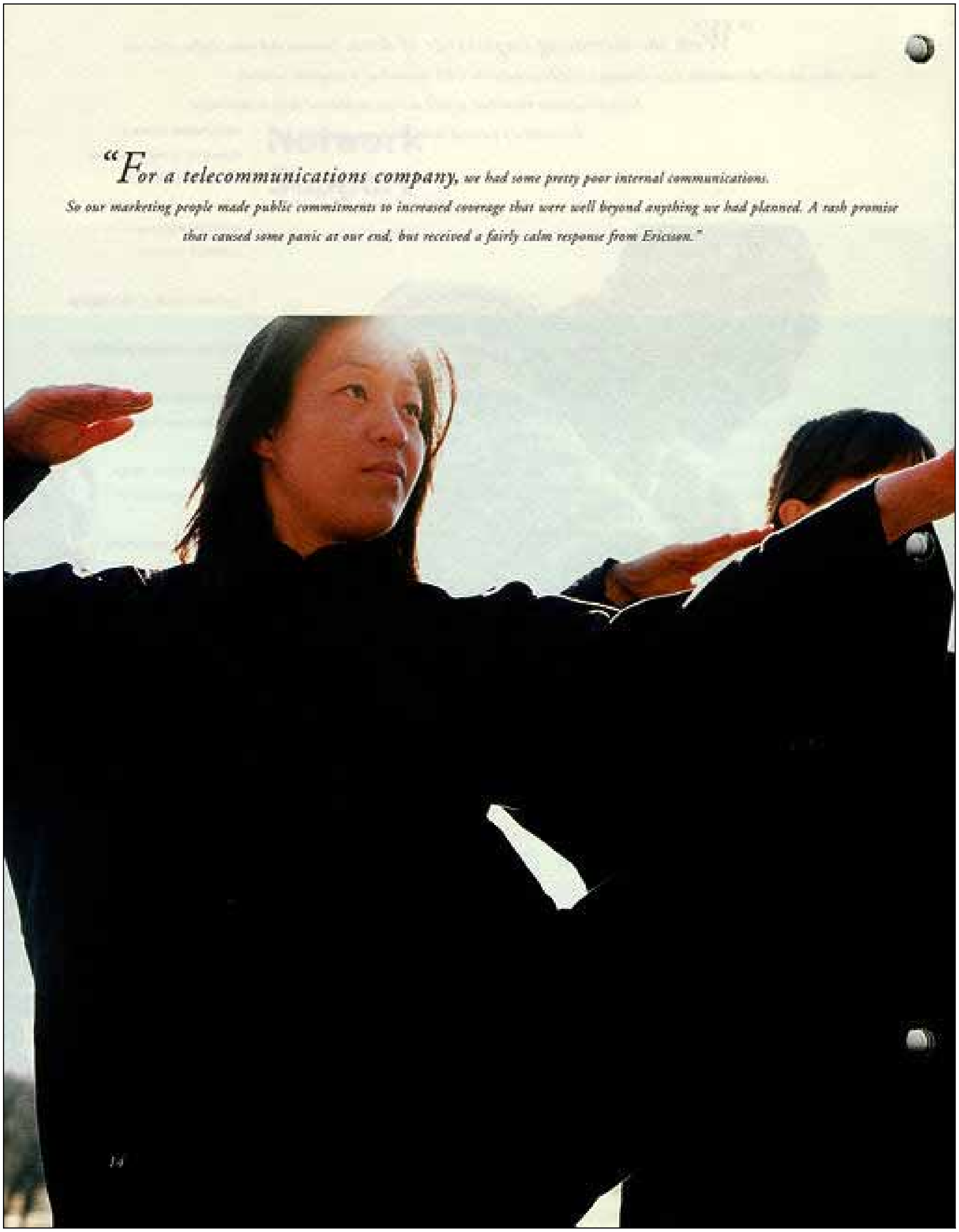
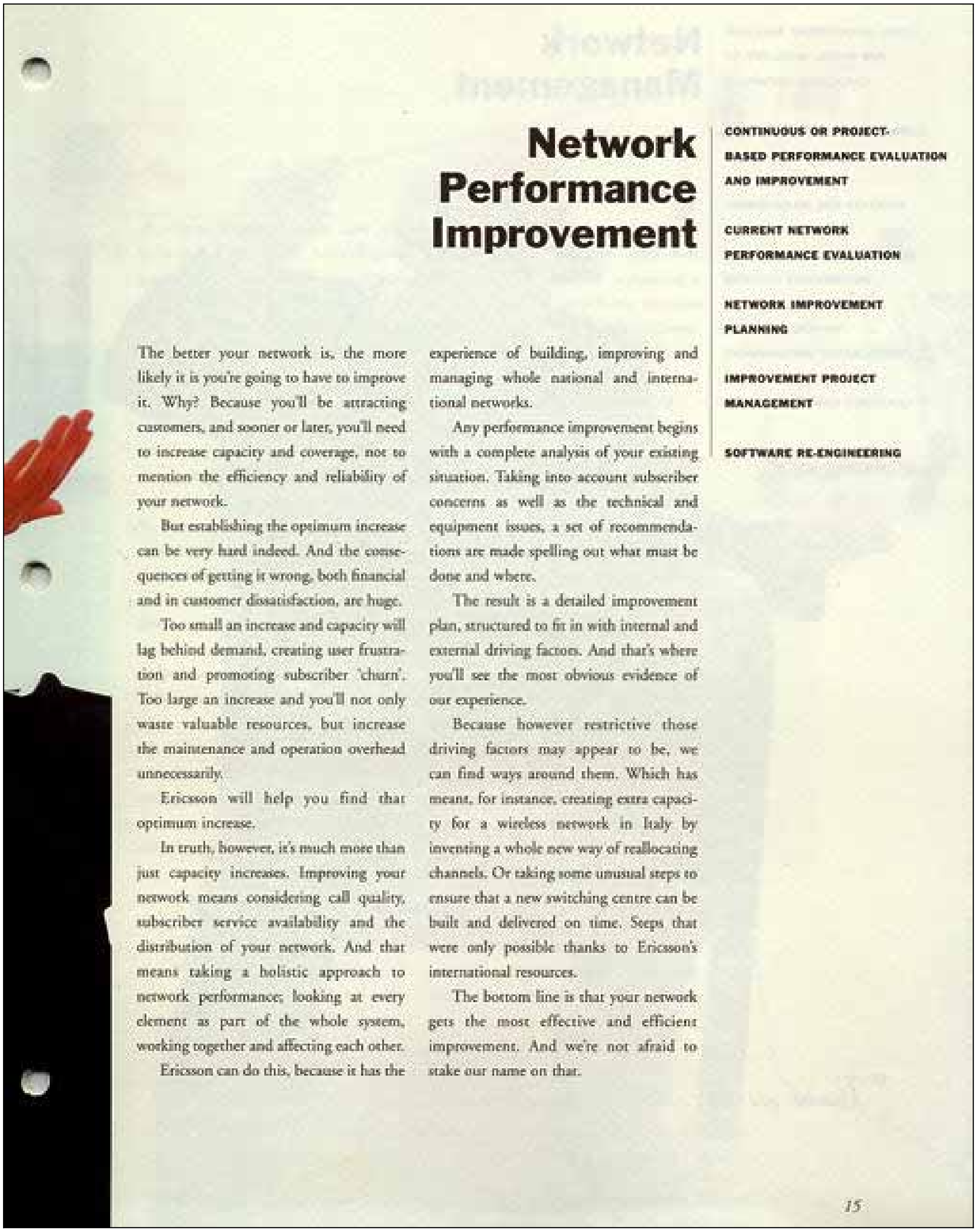


Figure 29: Page 14, Ericsson Brochure



Network Performance Improvement

CONTINUOUS OR PROJECT-BASED PERFORMANCE EVALUATION AND IMPROVEMENT

CURRENT NETWORK PERFORMANCE EVALUATION

NETWORK IMPROVEMENT PLANNING

IMPROVEMENT PROJECT MANAGEMENT

SOFTWARE RE-ENGINEERING

The better your network is, the more likely it is you're going to have to improve it. Why? Because you'll be attracting customers, and sooner or later, you'll need to increase capacity and coverage, not to mention the efficiency and reliability of your network.

But establishing the optimum increase can be very hard indeed. And the consequences of getting it wrong, both financial and in customer dissatisfaction, are huge.

Too small an increase and capacity will lag behind demand, creating user frustration and promoting subscriber 'churn'. Too large an increase and you'll not only waste valuable resources, but increase the maintenance and operation overhead unnecessarily.

Ericsson will help you find that optimum increase.

In truth, however, it's much more than just capacity increases. Improving your network means considering call quality, subscriber service availability and the distribution of your network. And that means taking a holistic approach to network performance; looking at every element as part of the whole system, working together and affecting each other.

Ericsson can do this, because it has the experience of building, improving and managing whole national and international networks.

Any performance improvement begins with a complete analysis of your existing situation. Taking into account subscriber concerns as well as the technical and equipment issues, a set of recommendations are made spelling out what must be done and where.

The result is a detailed improvement plan, structured to fit in with internal and external driving factors. And that's where you'll see the most obvious evidence of our experience.

Because however restrictive those driving factors may appear to be, we can find ways around them. Which has meant, for instance, creating extra capacity for a wireless network in Italy by inventing a whole new way of reallocating channels. Or taking some unusual steps to ensure that a new switching centre can be built and delivered on time. Steps that were only possible thanks to Ericsson's international resources.

The bottom line is that your network gets the most effective and efficient improvement. And we're not afraid to stake our name on that.

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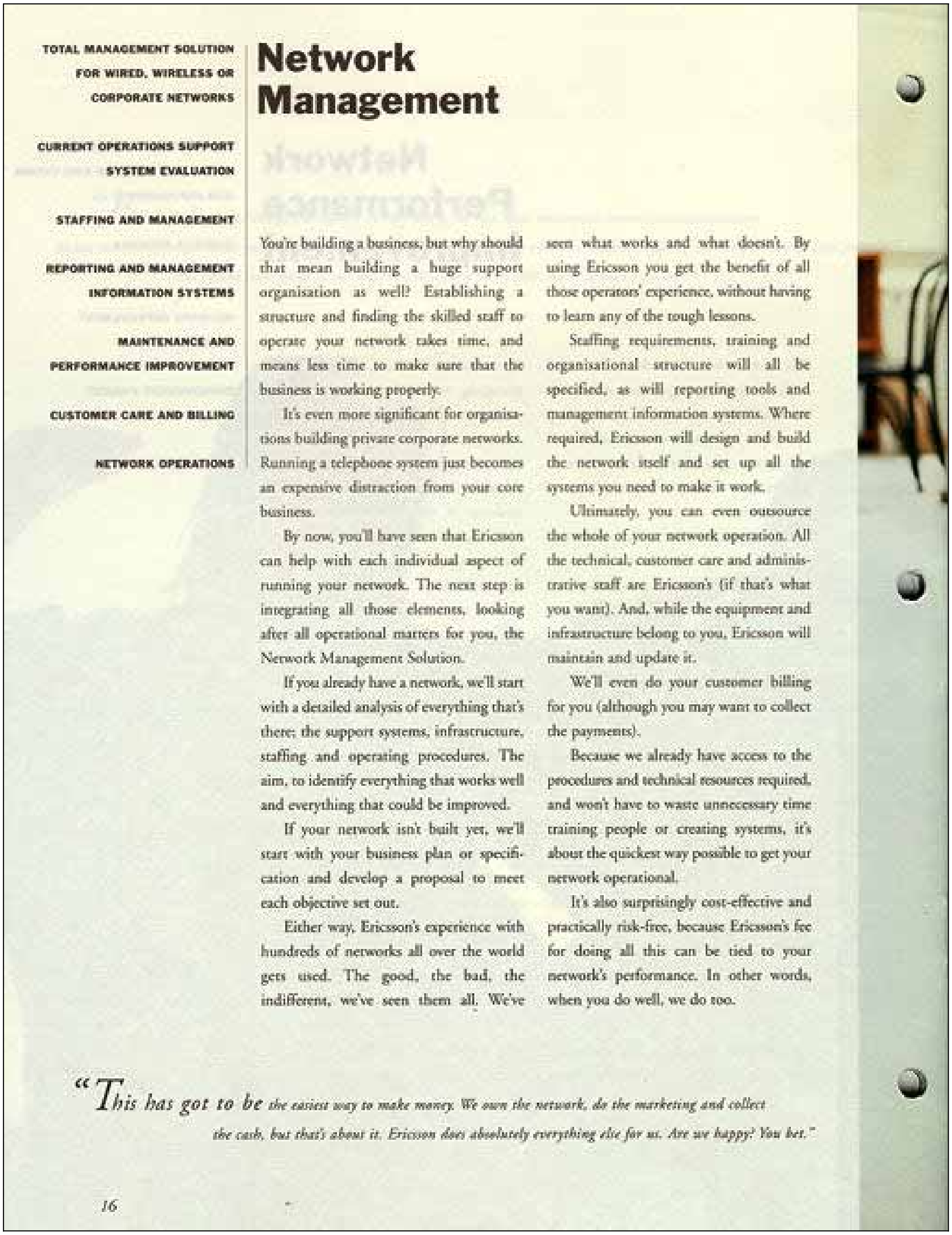
Figure 30: Page 15, Ericsson Brochure



TOTAL MANAGEMENT SOLUTION
FOR WIRED, WIRELESS OR
CORPORATE NETWORKS

CURRENT OPERATIONS SUPPORT
SYSTEM EVALUATION

STAFFING AND MANAGEMENT

REPORTING AND MANAGEMENT
INFORMATION SYSTEMS

MAINTENANCE AND
PERFORMANCE IMPROVEMENT

CUSTOMER CARE AND BILLING

NETWORK OPERATIONS

Network Management

You're building a business; but why should that mean building a huge support organisation as well? Establishing a structure and finding the skilled staff to operate your network takes time, and means less time to make sure that the business is working properly.

It's even more significant for organisations building private corporate networks. Running a telephone system just becomes an expensive distraction from your core business.

By now, you'll have seen that Ericsson can help with each individual aspect of running your network. The next step is integrating all those elements, looking after all operational matters for you, the Network Management Solution.

If you already have a network, we'll start with a detailed analysis of everything that's there; the support systems, infrastructure, staffing and operating procedures. The aim, to identify everything that works well and everything that could be improved.

If your network isn't built yet, we'll start with your business plan or specification and develop a proposal to meet each objective set out.

Either way, Ericsson's experience with hundreds of networks all over the world gets used. The good, the bad, the indifferent, we've seen them all. We've seen what works and what doesn't. By using Ericsson you get the benefit of all those operators' experience, without having to learn any of the tough lessons.

Staffing requirements, training and organisational structure will all be specified, as will reporting tools and management information systems. Where required, Ericsson will design and build the network itself and set up all the systems you need to make it work.

Ultimately, you can even outsource the whole of your network operation. All the technical, customer care and administrative staff are Ericsson's (if that's what you want). And, while the equipment and infrastructure belong to you, Ericsson will maintain and update it.

We'll even do your customer billing for you (although you may want to collect the payments).

Because we already have access to the procedures and technical resources required, and won't have to waste unnecessary time training people or creating systems, it's about the quickest way possible to get your network operational.

It's also surprisingly cost-effective and practically risk-free, because Ericsson's fee for doing all this can be tied to your network's performance. In other words, when you do well, we do too.

"This has got to be the easiest way to make money. We own the network, do the marketing and collect the cash, but that's about it. Ericsson does absolutely everything else for us. Are we happy? You bet."

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Figure 31: Page 16, Ericsson Brochure

Figure 32: Page 17, Ericsson Brochure

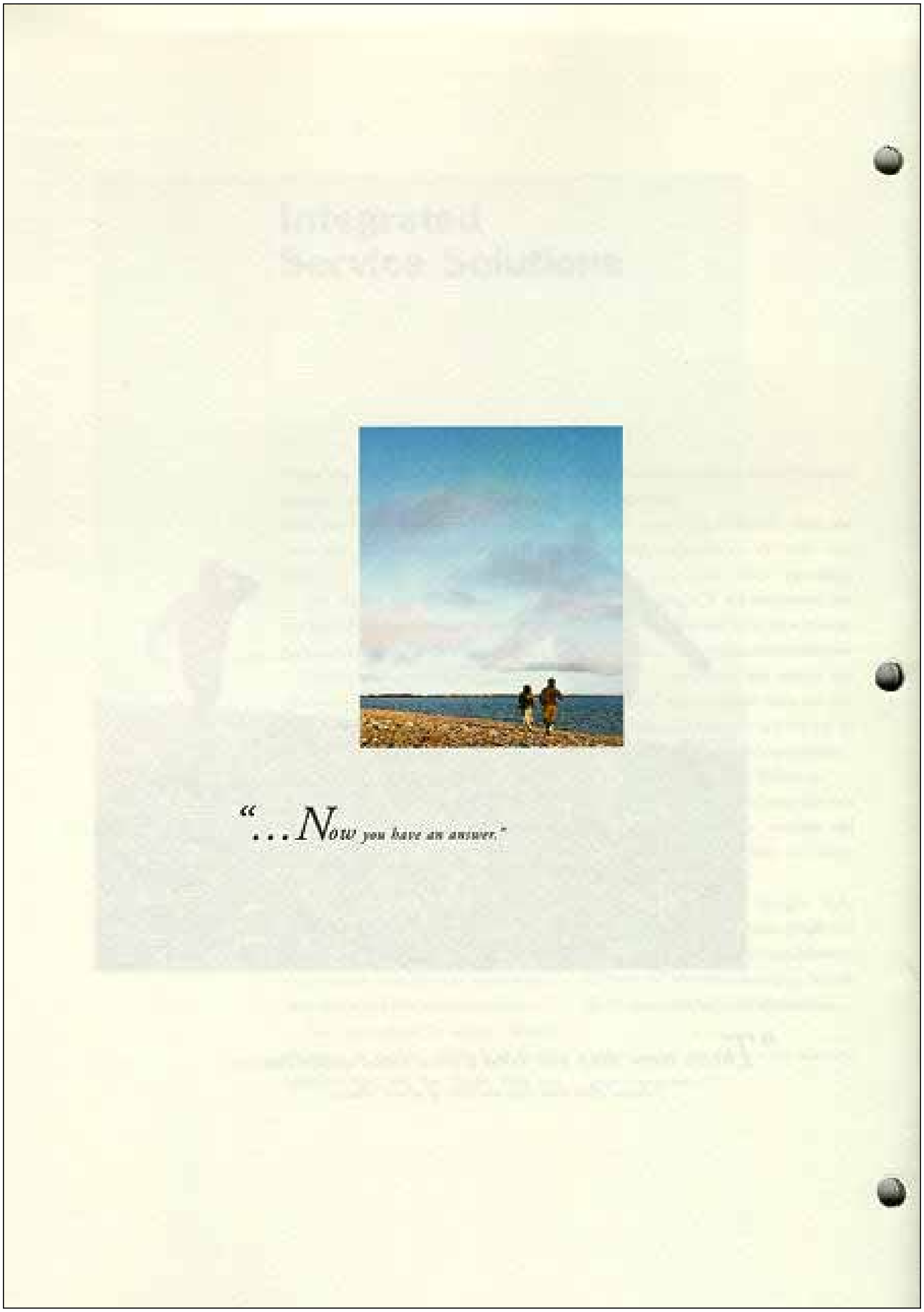
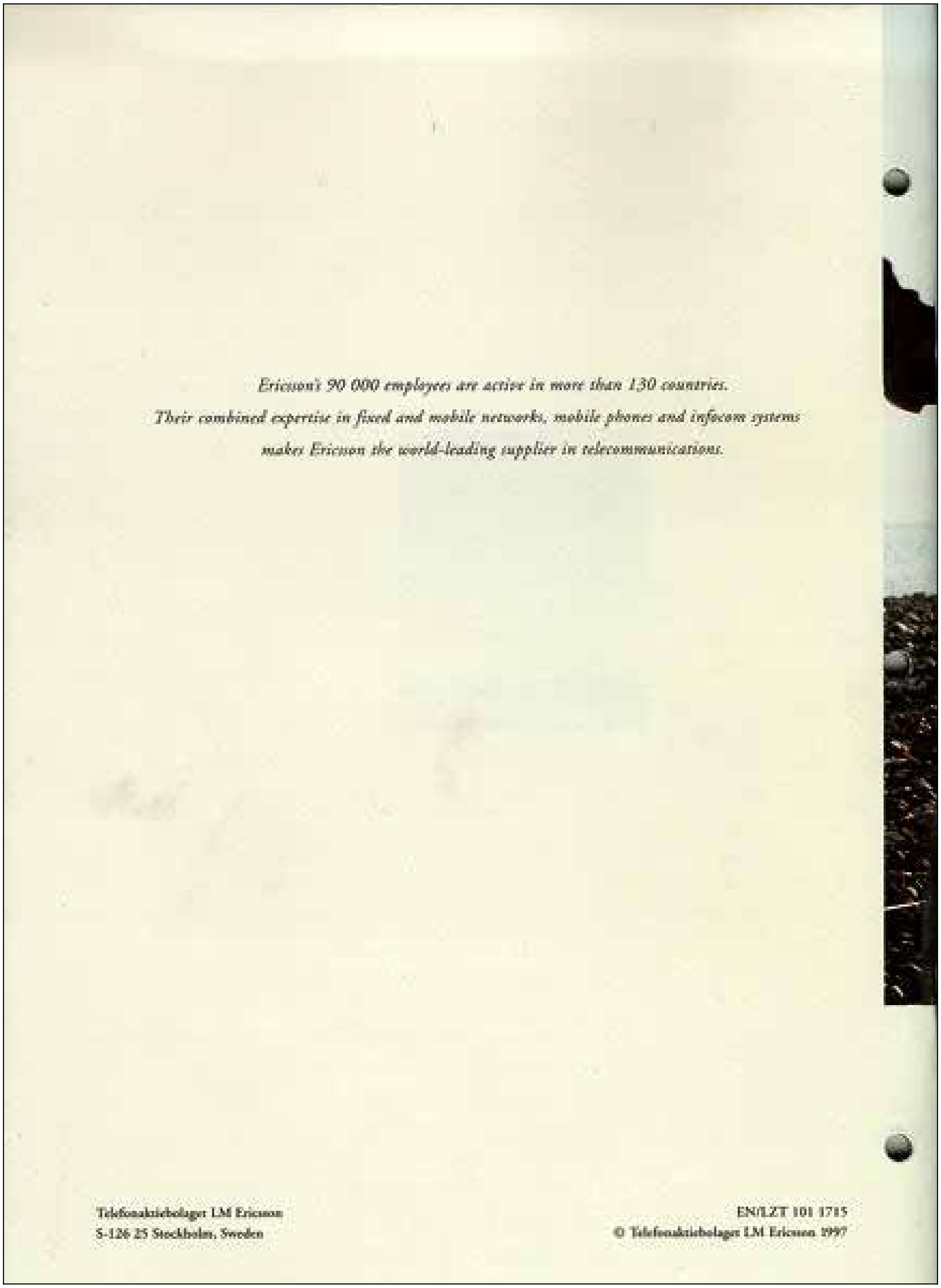


Figure 33: Final Page, Ericsson Brochure



Ericsson's 90 000 employees are active in more than 130 countries.
Their combined expertise in fixed and mobile networks, mobile phones and infocom systems
makes Ericsson the world-leading supplier in telecommunications.

Telefonaktiebolaget LM Ericsson
S-126 25 Stockholm, Sweden

EN/LZT 101 1715
© Telefonaktiebolaget LM Ericsson 1997

Figure 34: Back Cover, Ericsson Brochure

APPENDIX B

IBM "START NOW" E-BUSINESS PACKAGE

IBM

New Orchard Road
Armonk, NY 10504

[redacted]

Dear [redacted],

There's a reason e-business is growing so fast. It introduces companies to new markets, new efficiencies and new capabilities. And as more and more companies join in, your ability to conduct e-business may soon have a significant impact on your bottom line.

Recently, we sent you a series of postcards showing examples of how some companies are using IBM e-business solutions right now. You'll find more case studies in the enclosed brochure entitled "e-facts." But now, we'd like to tell you about two special ways your company can maximize its e-business potential.

Get into e-business quickly and cost-effectively, with IBM's e-commerce Start Now program.

With IBM's e-commerce Start Now program, you'll receive the software, hardware and consulting services you need – all for as low as $35,000.† Just call 1 800 IBM-7080, ext. CT05, or visit us at www.ibm.com/e-business/start5 to get started today.

IBM's e-commerce Start Now program is smart, flexible and attainable. It enables you to begin or enhance online sales, and generate significant transaction volume, 24 hours a day, 7 days a week. It lets you work across a wide range of platforms for easy access to inventory, price, customers, shipping and ordering information – all in a secure and scalable way. And no matter where you are in adopting e-business – just beginning or growing – we can help you set up your e-commerce site quickly and easily.

Take your existing e-business further, with IBM e-commerce Services.

If you've already made your start in e-commerce, but you'd like to use it more profitably, IBM e-commerce Services can help. Our staff of professionals has e-business expertise in your industry. They use proven methodologies to help you establish an e-commerce strategy – one that yields measurable results and allows you to calculate your return on investment. You'll optimize your use of the Web and your e-business practices, no matter how large or small your company may be.

Let us help you tap into the power of e-business quickly and efficiently. IBM's e-commerce Start Now program lets you create and maintain a Web sales channel using proven IBM technologies delivered through IBM Business Partner Services. And IBM e-commerce Services can show you how to increase sales and efficiency, yielding more e-business revenue. So call 1 800 IBM-7080, ext. CT05, or visit www.ibm.com/e-business/start5 today.

Sincerely,

Mark Shearer

Mark Shearer
Vice President, Marketing
IBM Americas

P.S. As an added bonus, when you fill out and return the enclosed survey, we'll send you the IBM e-commerce Roadmap, which details successful strategies for selling online. Don't delay – this offer expires November 15, 1999.

 †Estimated reseller price only. Actual prices may vary by platform.

Figure 35: Form Letter, IBM "Start Now" Package

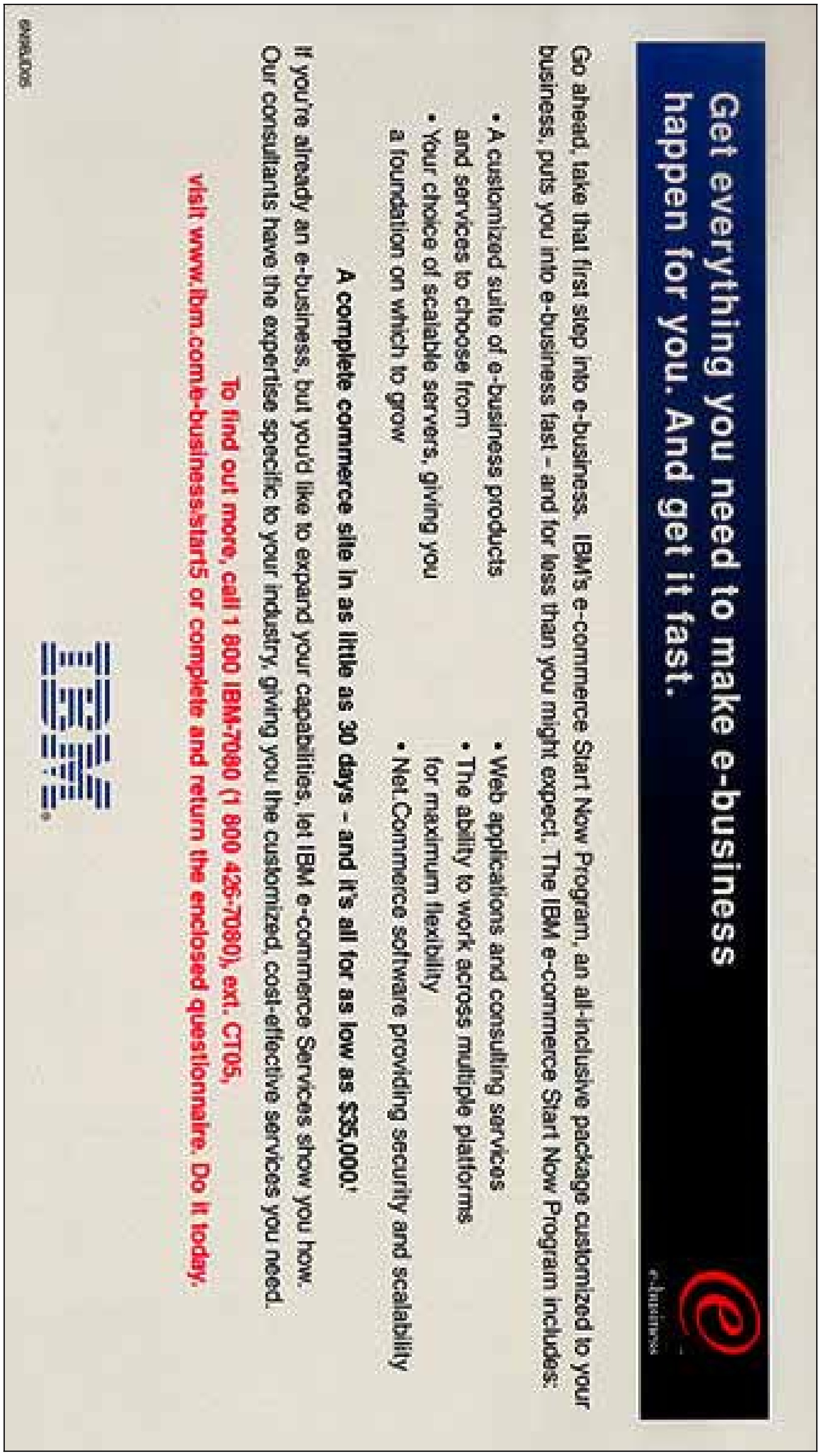


Figure 36: Card, IBM "Start Now" Package

Figure 37: IBM "Inner Envelope," with Brochure open to Two-page Spread

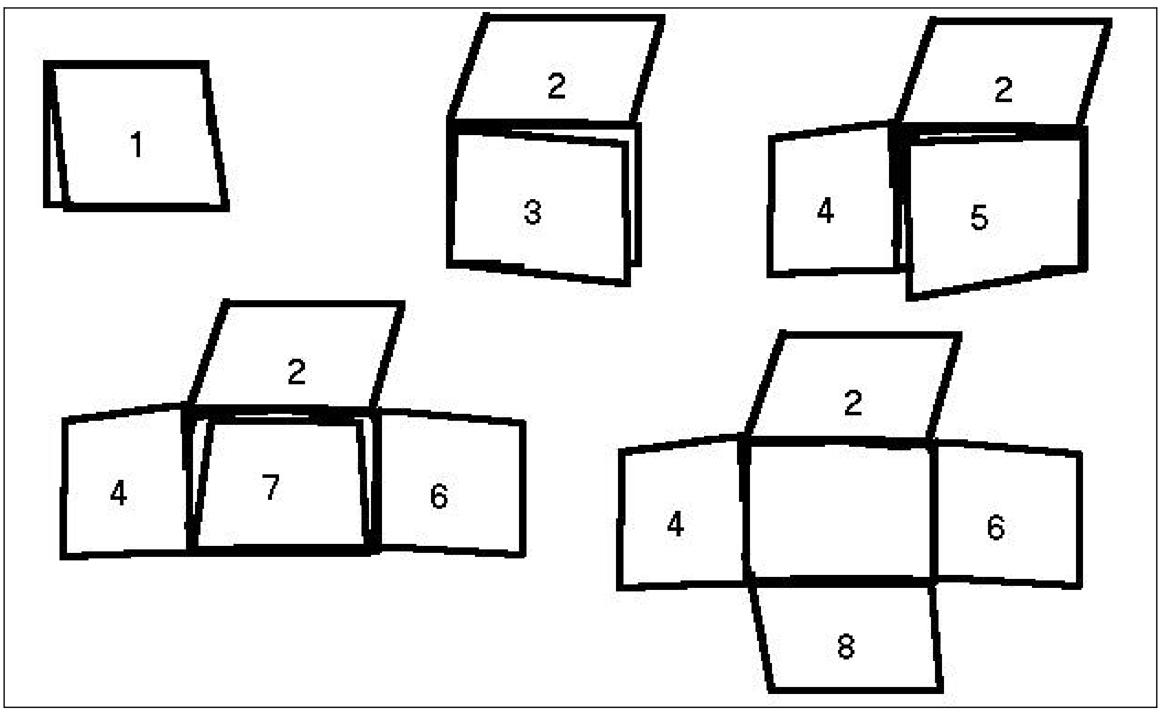


Figure 38: Panel Numbering Diagram for Inner Envelope

Figure 39: Panel 1, IBM “Inner Envelope”

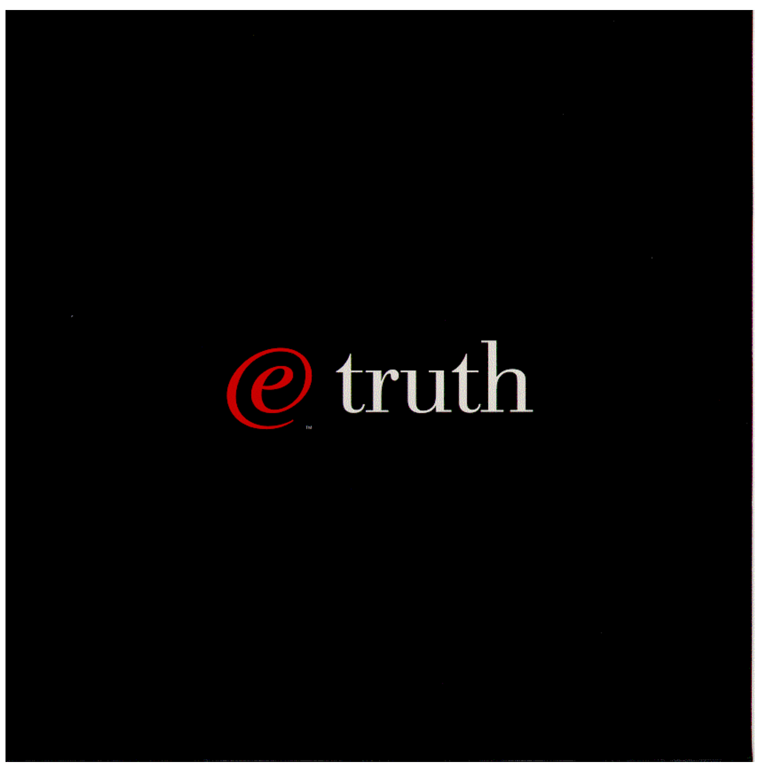


Figure 40: Panel 2, IBM “Inner Envelope”

Figure 41: Panel 3, IBM "Inner Envelope"

Figure 42: Panel 4, IBM "Inner Envelope"

Figure 43: Panel 5, IBM "Inner Envelope"

Figure 44: Panel 6, IBM "Inner Envelope"

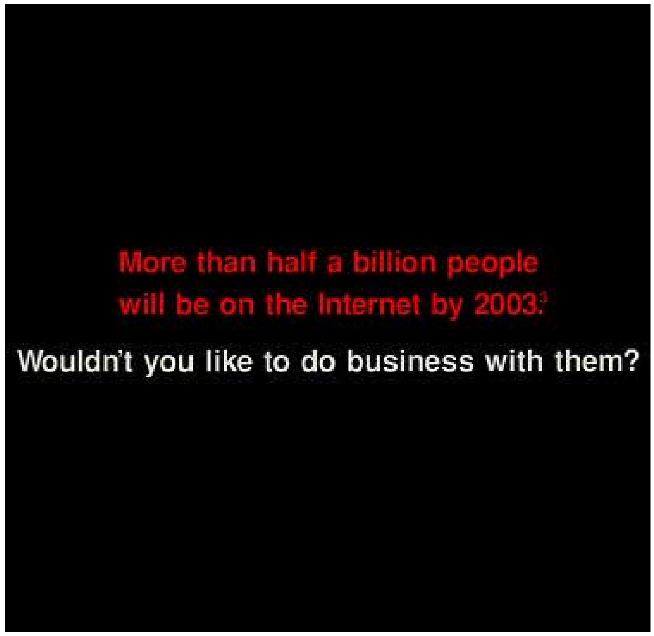


Figure 45: Panel 7, IBM "Inner Envelope"

Figure 46: Panel 8, IBM "Inner Envelope"

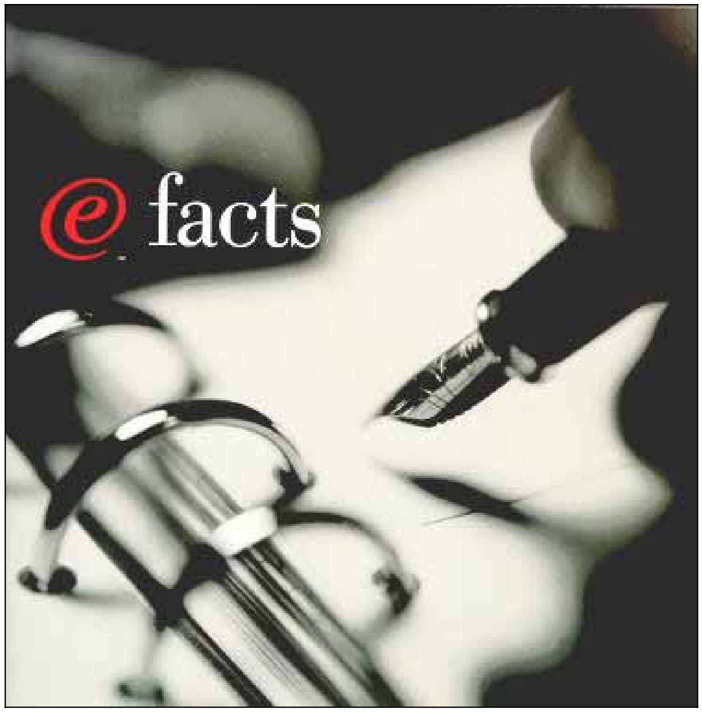
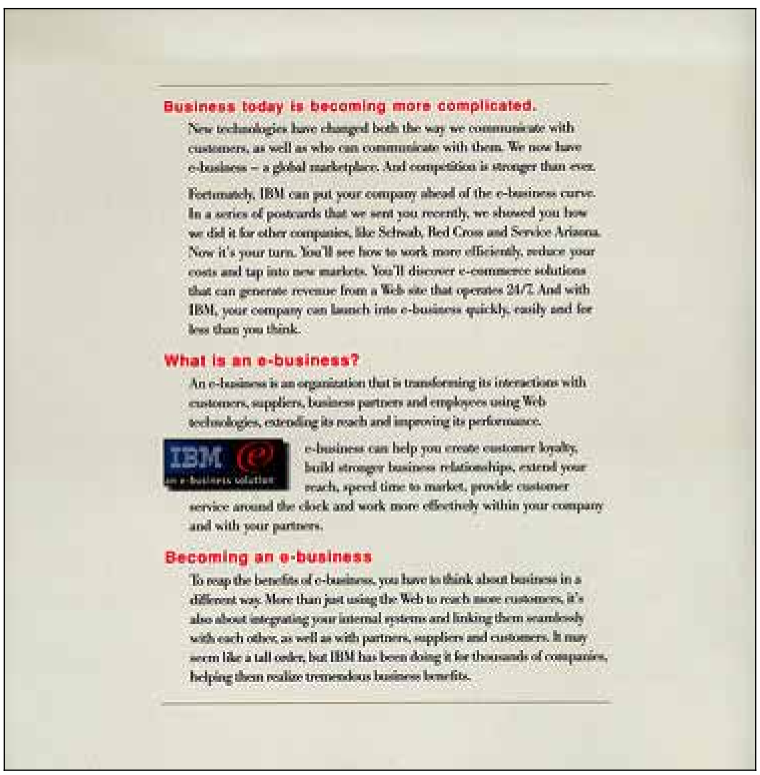


Figure 47: Front Cover, IBM Brochure



Business today is becoming more complicated.

New technologies have changed both the way we communicate with customers, as well as who can communicate with them. We now have e-business – a global marketplace. And competition is stronger than ever.

Fortunately, IBM can put your company ahead of the e-business curve. In a series of postcards that we sent you recently, we showed you how we did it for other companies, like Schwab, Red Cross and Service Arizona. Now it's your turn. You'll see how to work more efficiently, reduce your costs and tap into new markets. You'll discover e-commerce solutions that can generate revenue from a Web site that operates 24/7. And with IBM, your company can launch into e-business quickly, easily and for less than you think.

What is an e-business?

An e-business is an organization that is transforming its interactions with customers, suppliers, business partners and employees using Web technologies, extending its reach and improving its performance.

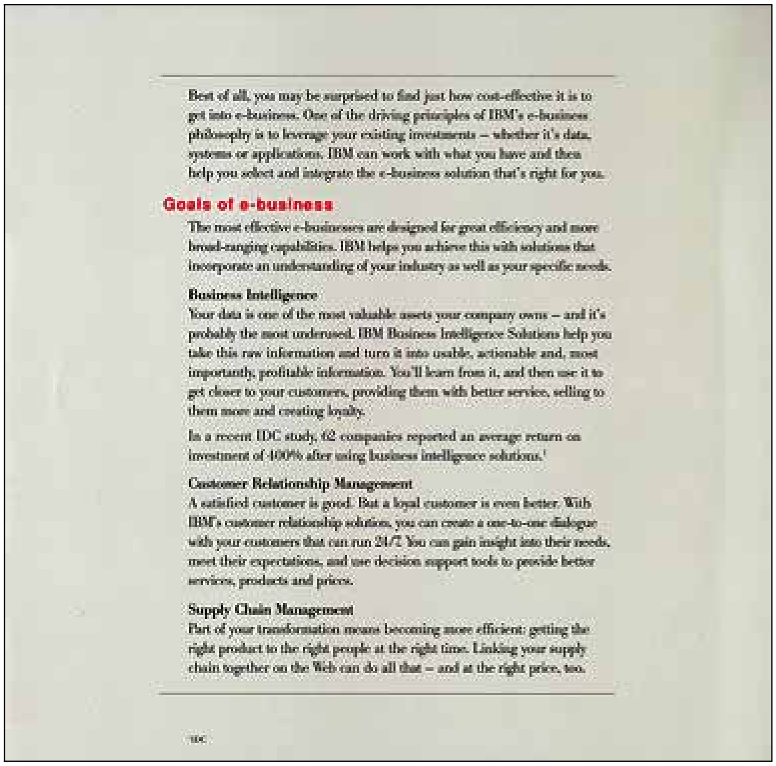
IBM e an e-business solution

e-business can help you create customer loyalty, build stronger business relationships, extend your reach, speed time to market, provide customer service around the clock and work more effectively within your company and with your partners.

Becoming an e-business

To reap the benefits of e-business, you have to think about business in a different way. More than just using the Web to reach more customers, it's also about integrating your internal systems and linking them seamlessly with each other, as well as with partners, suppliers and customers. It may seem like a tall order, but IBM has been doing it for thousands of companies, helping them realize tremendous business benefits.

Figure 48: First Page, IBM Brochure



Best of all, you may be surprised to find just how cost-effective it is to get into e-business. One of the driving principles of IBM's e-business philosophy is to leverage your existing investments – whether it's data, systems or applications. IBM can work with what you have and then help you select and integrate the e-business solution that's right for you.

Goals of e-business

The most effective e-businesses are designed for great efficiency and more broad-ranging capabilities. IBM helps you achieve this with solutions that incorporate an understanding of your industry as well as your specific needs.

Business Intelligence
Your data is one of the most valuable assets your company owns – and it's probably the most underused. IBM Business Intelligence Solutions help you take this raw information and turn it into usable, actionable and, most importantly, profitable information. You'll learn from it, and then use it to get closer to your customers, providing them with better service, selling to them more and creating loyalty.

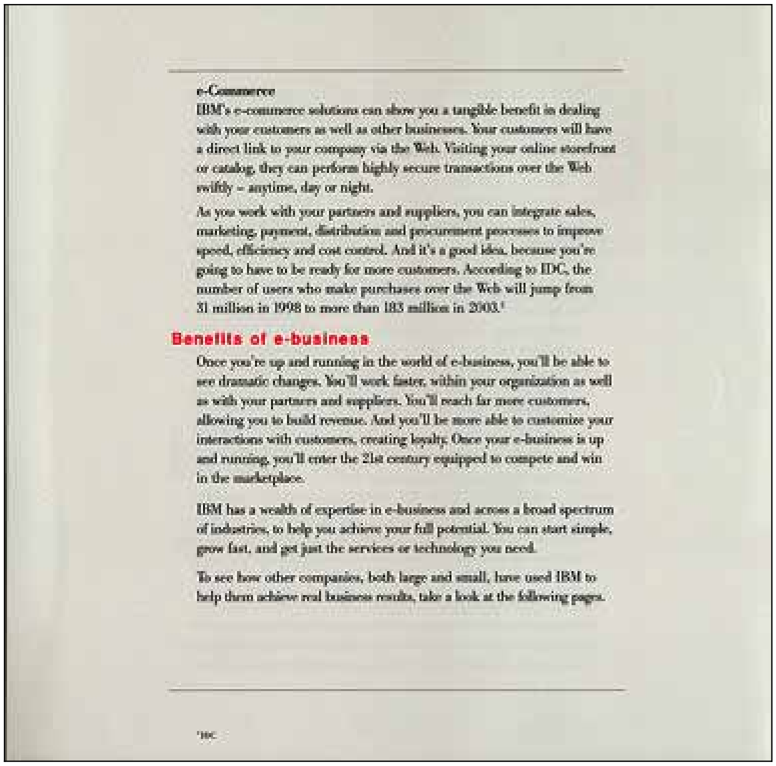
In a recent IDC study, 62 companies reported an average return on investment of 400% after using business intelligence solutions.[1]

Customer Relationship Management
A satisfied customer is good. But a loyal customer is even better. With IBM's customer relationship solution, you can create a one-to-one dialogue with your customers that can run 24/7. You can gain insight into their needs, meet their expectations, and use decision support tools to provide better services, products and prices.

Supply Chain Management
Part of your transformation means becoming more efficient: getting the right product to the right people at the right time. Linking your supply chain together on the Web can do all that – and at the right price, too.

[1] IDC

Figure 49: Second Page, IBM Brochure



e-Commerce

IBM's e-commerce solutions can show you a tangible benefit in dealing with your customers as well as other businesses. Your customers will have a direct link to your company via the Web. Visiting your online storefront or catalog, they can perform highly secure transactions over the Web swiftly – anytime, day or night.

As you work with your partners and suppliers, you can integrate sales, marketing, payment, distribution and procurement processes to improve speed, efficiency and cost control. And it's a good idea, because you're going to have to be ready for more customers. According to IDC, the number of users who make purchases over the Web will jump from 31 million in 1998 to more than 183 million in 2003.[1]

Benefits of e-business

Once you're up and running in the world of e-business, you'll be able to see dramatic changes. You'll work faster, within your organization as well as with your partners and suppliers. You'll reach far more customers, allowing you to build revenue. And you'll be more able to customize your interactions with customers, creating loyalty. Once your e-business is up and running, you'll enter the 21st century equipped to compete and win in the marketplace.

IBM has a wealth of expertise in e-business and across a broad spectrum of industries, to help you achieve your full potential. You can start simple, grow fast, and get just the services or technology you need.

To see how other companies, both large and small, have used IBM to help them achieve real business results, take a look at the following pages.

[1]IDC

Figure 50: Third Page, IBM Brochure

Figure 51: Fourth Page, IBM Brochure

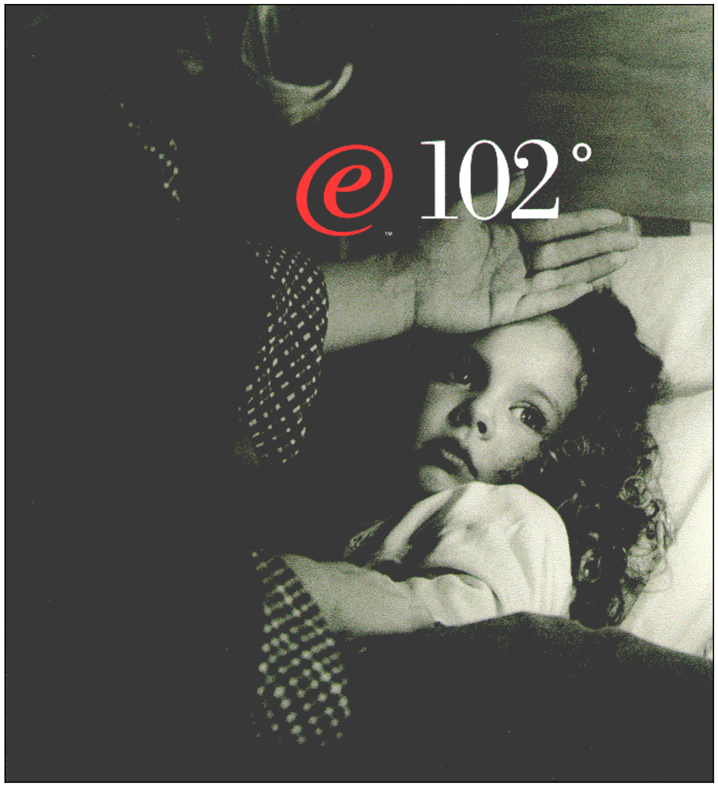


Figure 52: Fifth Page, IBM Brochure

e-business profiles brought to you by IBM

www.mediconsult.com is an IBM e-business

The challenge: Mediconsult.com set out to create an online medical clinic where patients could find medical products and information, join patient support groups or even consult with leading specialists. But they faced some pretty healthy challenges: privacy and transaction security; complete functionality for users seeking a platform with the ability to grow; and integration with existing servers and systems.

The solution: IBM had just what the doctor ordered. To collect consumer profiles and tracking information on all transactions, Mediconsult.com's main Web site and databases were fully integrated with a scalable RS/6000* with AIX* and DB2*. And IBM's Net.Commerce lets patients make those transactions through applications that include online catalogs and shopping carts. All in a private and secure environment.

The result: Patients have made Mediconsult.com the most visited medical destination on the Web, with one million online visits each month. And with growth expected to top 10% per month for the next two years without major surgery to the hardware, the outlook for Mediconsult.com is very good indeed.

IBM an e-business solution

Visit www.mediconsult.com to see e-business in action.

Are you ready for e-business?

Find out more

IBM is ready to help your company develop e-business solutions that can help you run more productively, more efficiently and more profitably.

To find out more, call us at **1 800 IBM-7080**, ext. CT10.

Figure 53: Sixth Page, IBM Brochure

Figure 54: Seventh Page, IBM Brochure

Figure 55: Eighth Page, IBM Brochure

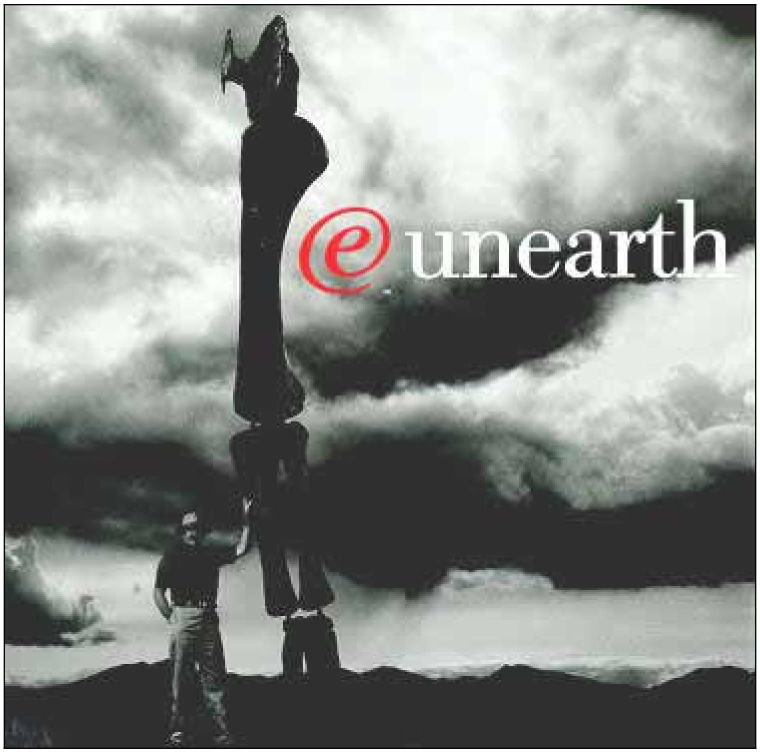


Figure 56: Ninth Page, IBM Brochure

Figure 57: Tenth Page, IBM Brochure

Figure 58: Back Cover, IBM Brochure

APPENDIX C

LOGIX “DIRECT T℠ VOICE SEVICES” BROCHURE

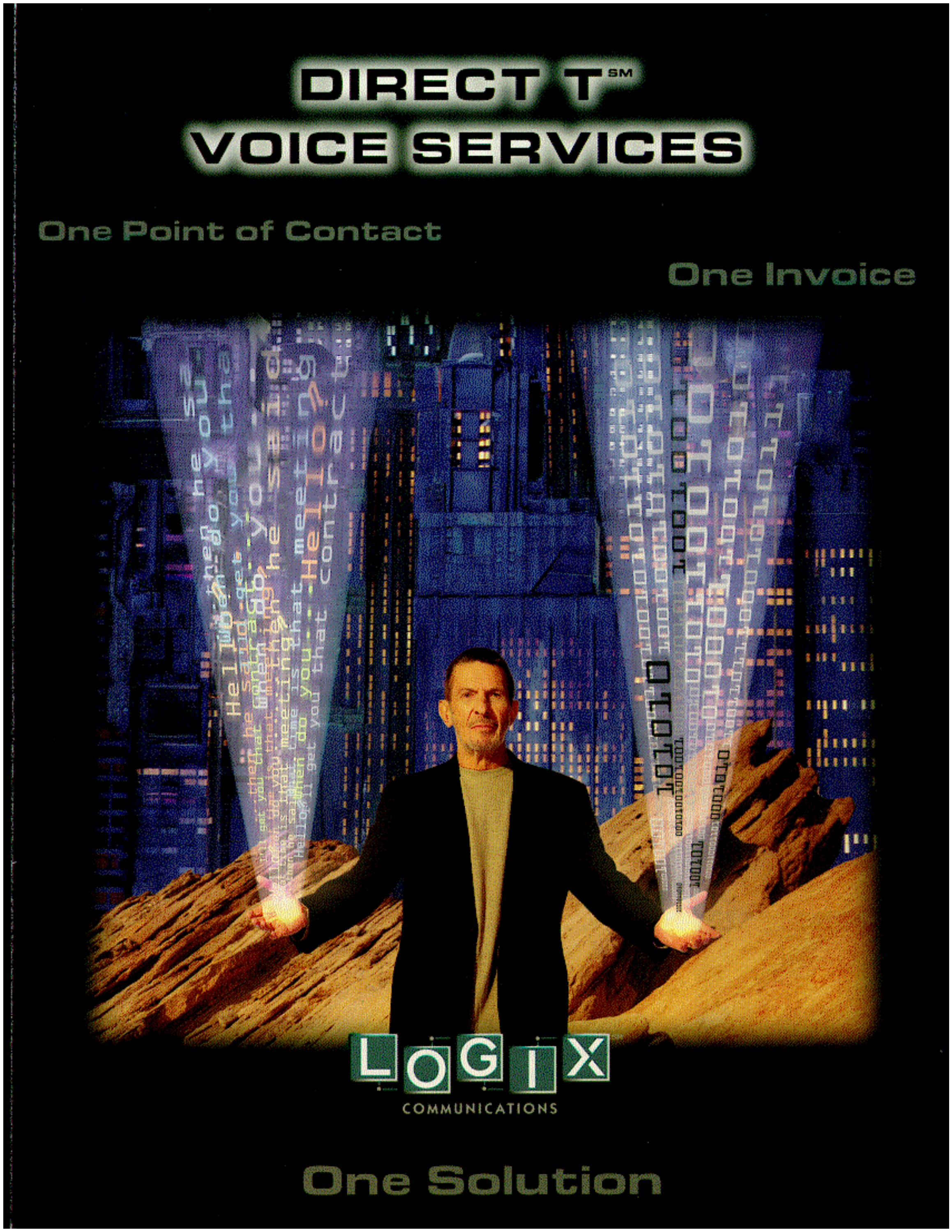
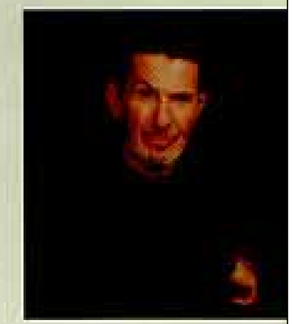


Figure 59: Front Cover, Logix Brochure

Why Logix?

Today it isn't enough to plan business on what's now. You have to plan on what's next, what could be, or what isn't possible...yet. Logix Communications is at the forefront of change. Not merely responding to, but driving it. Taking business from now to what's *beyond* now.



For years, businesses were required to use different companies to provide local and long distance services. That's not logical. Logix Communications recognizes that the time has come for simplicity and integration in communication services. Direct T™ combines your local and long distance services over a single facility, on a single invoice. And Logix services are tailored to meet the needs of your business. Now that's logical. That's Logix.

Logical Solutions

Logix will evaluate your company's communication needs to best determine the products and services that will deliver smart, simple telecommunications solutions for your business. Logix Direct T packages local and long distance services customized for your business. With Direct T, you save money by eliminating the need for dedicated lines for multiple services. It's the logical solution for your communication requirements.

Competitive Advantages

What makes Logix stand out among the competition will help your company do the same.

Simple Billing. Direct T is a bundled product delivered over a single facility. You receive only one invoice each month for all telecommunications services.

Lower Cost. Logix provides your company with all your telecommunications needs, which in turn lowers your overall telecommunications cost.

One Point of Contact. Our business customers want more simplicity in their services. You won't spend time calling a list of numbers trying to reach someone to answer your questions or troubleshoot. You'll have one number to call.

Local Service

Based on your company's needs and equipment, you can decide what type of services will best meet your communication requirements. The following local service and product options are available:

Direct T Business Lines

A line is the wired connection from the Logix central office to your business telephone. Each line has a phone number associated with it and is used for incoming and outgoing calls.

As a Direct T Business Line customer, you may choose from the following:

Single business lines - most often used for a line that terminates to a phone, fax or modem. You may choose start signal type, touch-tone dialing and multiple calling features.

Multi-lines - most often used for a line that terminates to a key system or hybrid key system. You may choose linear or circular hunting capabilities with a multi-line system.

Figure 60: Verso, Logix Brochure

Direct T Trunks

A Direct T trunk is a communication line between two switching systems: the Logix switch and your company's PBX or hybrid key system. Depending on how the trunk is configured, it can be used for receiving or sending voice and data, one way or two ways.

As a Direct T trunk customer, your business can choose: start signal type; out-pulsing; incoming, outgoing or two-way trunks; and hunting capabilities.

Direct T DID Trunks

A Direct T DID trunk is a trunk from the central office which passes the last two to four digits of the listed number to your company's PBX system. The PBX system can then use the digits or modify them to the equivalent of an internal extension.

As a Direct T DID trunk customer, you can select from the same list of components as with Direct T trunks: start signal type; out-pulsing; incoming, outgoing or two-way trunks; and hunting capabilities.

Logix two-way DID trunks help improve the overall efficiency of your telecommunications facilities. Outside callers can dial directly to employees' phones, and your employees can easily dial outside the company, both without going through an attendant.

Long Distance Service

When it comes to providing smart solutions to our business customers, Logix has a highly sophisticated philosophy: the simpler, the better.

Logix Direct T Long Distance services include:

- Outbound calling (1+dialing)*
- Inbound calling (toll-free)*
- International calling
- Calling cards**
- 6-second incremental billing
- Directory assistance
- SS7 signaling
- Quality assurance guarantee

* *For all 1+ domestic outbound and toll-free inbound calls, Logix provides one low, flat rate.*

** *The Logix calling card offers a flat per-minute rate with no expensive surcharges.*

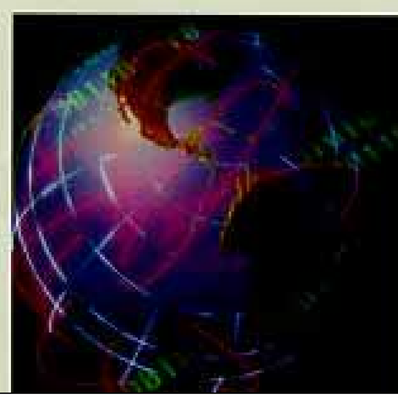


Figure 61: Recto, Logix Brochure

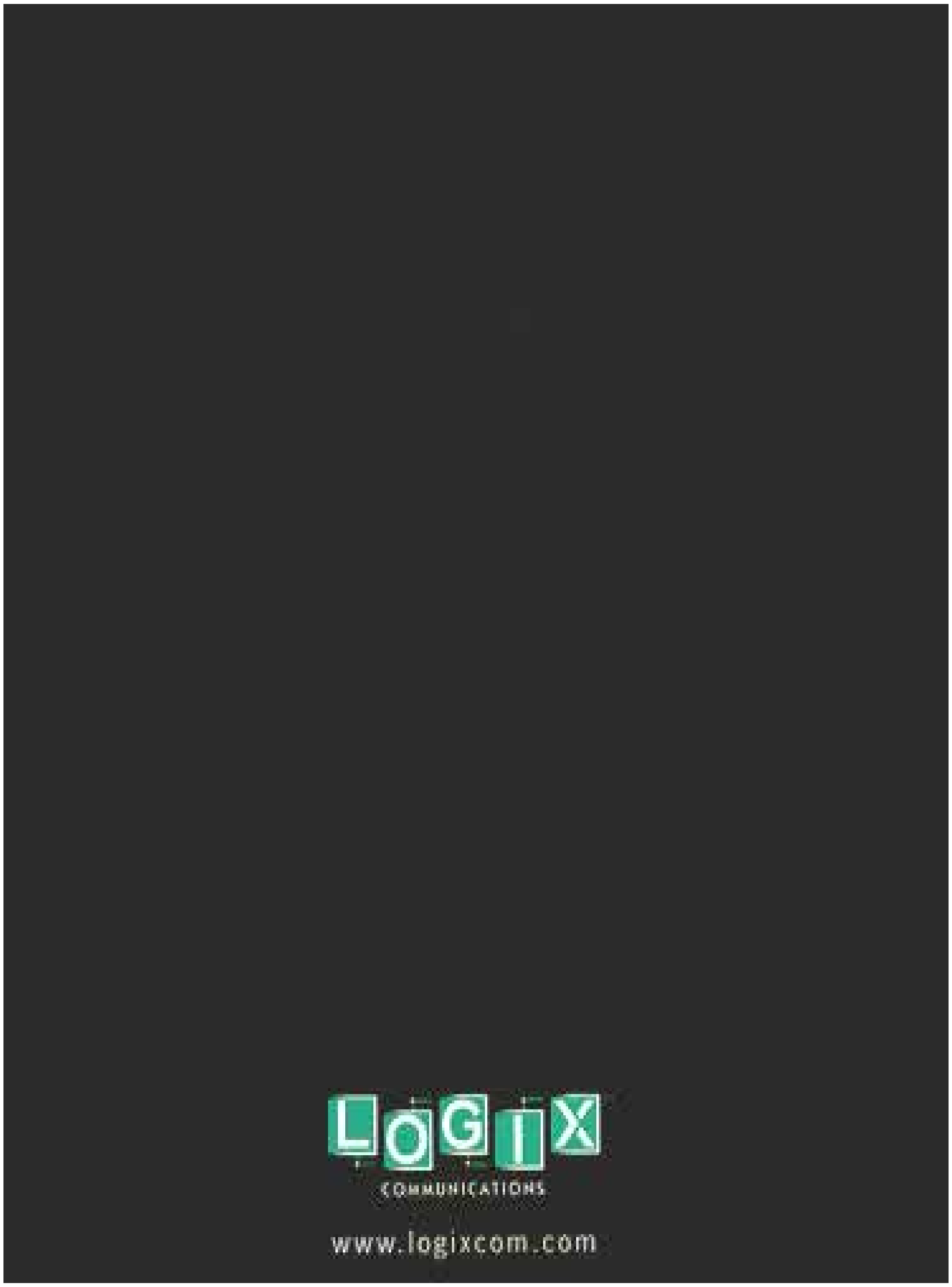


Figure 62: Back Cover, Logix Brochure

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